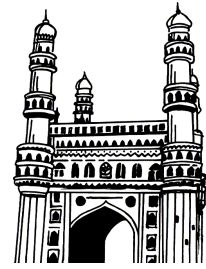


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ORGANISATION THEORY AND BEHAVIOUR

STUDY MANUAL

FAQ's and Important Questions	VI - XI
Unit - I	1 - 58
Unit - II	59 - 106
Unit - III	107 - 142
Unit - IV	143 - 193
Unit - V	194 - 259

SOLVED PREVIOUS QUESTION PAPERS

January - 2020	260 - 261
January - 2018	262 - 263
June - 2016	264 - 265
December - 2015	266 - 267

SOLVED MODEL PAPERS

MODEL PAPER - I	268 - 268
MODEL PAPER - II	269 - 269
MODEL PAPER - III	270 - 270

SYLLABUS

UNIT - I

INTRODUCTION:

Organization: Definition – Organisation Theories: Classical Theory- Features– limitations. Neoclassical Theory – features – limitations. Contemporary Organisation Theory – features- limitations - Systems Approach – Contingency Approach.

Organisational Behaviour: (OB) – Features – Scope – Fundamentals - Concepts of OB – Challenges and opportunities for OB – Contributing disciplines to the OB-Concept of Positive Organizational behavior.

Organizational Effectiveness: Approaches – Factors affecting Organizational Effectiveness

UNIT - II

Understanding Individual And Group Behaviour : Individual Behaviour: Personality Determinants – Big five Personality factors – Learning Theories. The Perceptual Process – Factors influencing perception – Internal & External; Attitudes and Behaviour- Attitude Formation and Attitude Change.

Group Behaviour: Fundamentals of Groups – Stages of Development- Important Factors influencing Team Effectiveness – Cohesiveness – Norms – Decision Making.

UNIT - III

Motivation, Morale and Culture

Motivation: Theories of Motivation - Motivational Processes - Content Theories (Maslow, Herzberg, McClelland) - Process Theories (Adam, Victor, Vroom and Lawler and Porter) - Learning and Reinforcement Theory.

Morale: Factors influencing Morale

Organisational Culture: - Characteristics - Dimensions – Forming a Culture - Sustaining a Culture - Changing a Culture.

UNIT - IV

Organisational Power , Politics, Conflict & Stress Management:

Power and Politics: Power Bases – Dependency – Individual Versus Organisational Power – Political process in Organisation – Factors contributing – Techniques of Organisational Politics – Managing Political Behaviour. Conflict – Transition in Conflict Thought – Functional and Dysfunctional Conflict – Process of Conflict – Managing Conflict. Concept of Stress - Potential Sources of Stress - Individual Differences - Cultural Differences - Consequences of Stress - Managing Stress

UNIT - V

Leadership : Leadership and Management – Leadership Styles - Theories of Leadership – Traits – Behavioral Model (Managerial Grid) – Contingency (Feilder, Path goal, Tri-dimensional – Inspirational approaches

Communication: Significance –Process- Formal and Informal Communication - Barriers to communication- Improving Communication Skills – Introduction to Transactional Analytics – The Human impact of computer Mediated Communication.

Change – Challenges contributing to Change – Types of Change Approaches – Contemporary Issues in Change.

Contents

UNIT - I

Topic	Page No.
1.1 Introduction of Organization	1
1.1.1 Definition	1
1.2 Organization Theories	9
1.2.1 Classical Theory - Features, Limitations	11
1.2.1.1 Bureaucratic management	11
1.2.1.2 Scientific Management	13
1.2.1.3 Administrative Theory of Management	19
1.2.2 Neoclassical Theory	22
1.2.2.1 Features	23
1.2.2.2 Limitations	23
1.2.2.3 Human Relations Approach	24
1.2.2.4 Behavioural science Approach	27
1.2.3 Contemporary Organization Theory - Features	28
1.2.3.1 Systems Approach	29
1.2.3.2 Contingency Approach	30
1.3 Organizational Behaviour	32
1.3.1 Features	32
1.3.2 Scope of Organizational Behaviour	37
1.3.3 Fundamentals Concepts of OB	37
1.3.4 Challenges and opportunities of Organizational Behaviour	40
1.3.5 Career Development for OB	43
1.3.6 Contributing Disciplines to the OB	43
1.3.7 Concept of Positive Organizational Behaviour	45
1.4 Organizational Effectiveness	46
1.4.1 Approaches of organizational effectiveness	47
1.4.2 Factors affecting organizational effectiveness	48
➤ Short Question and Answers	50 - 56
➤ Choose the Correct Answers	57 - 57
➤ Fill in the Blanks	58 - 58

Topic**Page No.****UNIT - II**

2.1	Individual Behaviour	59
2.1.1	Personality Determinants	60
2.1.2	Big Five Personality Factors	62
2.2	Learning	64
2.2.1	Learning Theories	68
2.3	Perception	71
2.3.1	Perceptual of Process	73
2.3.2	Factors influencing perception	76
2.3.2.1	Internal & External factors	78
2.4	Attitudes and Behaviour	79
2.4.1	Attitude Formation	81
2.4.2	Attitude Change	82
2.5	Group Behaviour	82
2.5.1	Fundamentals of Groups	82
2.5.2	Stages of Development	84
2.6	Team	86
2.6.1	Factors influencing team effectiveness	87
2.7	Group Cohesiveness	94
2.8	Norms	95
2.9	Decision Making	96
➤	Short Question and Answers	101 - 104
➤	Choose the Correct Answers	105 - 105
➤	Fill in the Blanks	106 - 106

UNIT - III

3.1	Motivation	107
3.2	Theories of Motivation	108
3.2.1	Motivational Processes	109
3.3	Content Theories	110
3.3.1	Maslow Theory	111
3.3.2	Herzberg Two Factor Theory	112
3.3.3	McClelland	114

Topic	Page No.
3.4 Process Theories	115
3.4.1 Adam Theory	115
3.4.2 Victor Theory	117
3.4.3 Vroom Expectancy Theory	119
3.4.4 Porter-Lawler Model	121
3.5 Learning and Reinforcement Theory	122
3.6 Morale	125
3.6.1 Factors influencing Morale	126
3.7 Organizational Culture	128
3.7.1 Characteristics	128
3.7.2 Dimensions	129
3.7.3 Forming a Culture	130
3.7.4 Sustaining a Culture	132
3.7.5 Changing a Culture	132
➤ Short Question and Answers	135 - 140
➤ Choose the Correct Answers	141 - 141
➤ Fill in the Blanks	142 - 142
UNIT - IV	
4.1 Power	143
4.1.1 Bases of Power	143
4.1.2 Dependency	147
4.1.3 Individual Versus Organizational Power	147
4.2 Organization Politics	149
4.2.1 Political Process in Organization	149
4.2.2 Factors Contributing to Organization Politics	149
4.2.3 Techniques of Organizational Politics	155
4.2.4 Managing Political Behaviour	156
4.3 Conflict	157
4.3.1 Transition in Conflict Thought	161
4.3.2 Functional and Dysfunctional Conflict	162
4.3.3 Process of Conflict	165
4.3.4 Managing Conflict	170

Topic	Page No.
4.4 Concept of Stress	174
4.4.1 Potential Source of Stress	176
4.4.2 Individual Differences	181
4.4.3 Cultural Differences	182
4.4.4 Consequences of Stress	183
4.4.5 Managing Stress	184
➤ Short Question and Answers	186 - 191
➤ Choose the Correct Answers	192 - 192
➤ Fill in the Blanks	193 - 193

UNIT - V

5.1 Leadership	194
5.1.1 Introduction of Leadership	194
5.2 Management	201
5.2.1 Leadership and Management	208
5.3 Leadership Styles	208
5.4 Theories of Leadership	210
5.4.1 Traits Theory	211
5.4.2 Behavioural Model (Managerial Grid)	213
5.4.3 Contingency Theories (or) Situational Theories	215
5.4.3.1 Fieldler's Theory	215
5.4.3.2 Path Goal Theory	217
5.4.4 Tri-dimensional theory of Leadership	218
5.4.5 Inspirational approaches / Contemporary Theories	221
5.5 Communications	222
5.5.1 Significance of Communication	223
5.5.2 Process of Communication	223
5.5.3 Formal and Informal Communication	225
5.5.4 Barriers to Communications	230
5.5.5 Improving Communication Skills	233
5.6 Introduction to Transaction Analytics	235
5.7 The Human Impact of Computer	236

Topic	Page No.
5.8 Computer Mediated Communication	238
5.9 Change	238
5.9.1 Challenges contributing to change	244
5.9.2 Types of change Approaches	245
5.9.3 Contemporary Issues in Change	248
➤ Short Question and Answers	250 - 257
➤ Choose the Correct Answers	258 - 258
➤ Fill in the Blanks	259 - 259

Frequently Asked & Important Questions

UNIT - I

1. Explain the concept of Weber's theory of bureaucratic administration. State its features, advantages and disadvantages.

Ans : (Imp.)

Refer Unit-I, Q.No. 6

2. Explain the principles of scientific management?

Ans : (Dec.-14, Imp.)

Refer Unit-I, Q.No. 7

3. Describe Henry Fayol's 14 Principles of Management.

Ans : (Imp.)

Refer Unit-I, Q.No.12

4. Explain the features of neoclassical theory

Ans : (Dec.-12, Imp.)

Refer Unit-I, Q.No. 15

5. Explain the Limitations of Neo -Classical Theory ?

Ans : (Dec.-12, Imp)

Refer Unit-I, Q.No. 16

6. Describe Contingency Approach to Organization Theory

Ans : (Jan.-18, Imp.)

Refer Unit-I, Q.No. 25

7. What is an Organizational Behavior? Explain its features.

Ans : (June-16, Dec.-14, Dec.-12, Imp.)

Refer Unit-I, Q.No. 27

8. Explain the scope of organizational behaviour.

Ans : (Jan.-20, Dec.-12, Imp.)

Refer Unit-I, Q.No. 30

9. Explain the fundamental concepts of OB.

Ans : (Jan.-18, June-16, Imp.)

Refer Unit-I, Q.No. 31

10. Explain contributing discipline of OB.

Ans : (Jan.-20, Jan.-18, Dec.-15, Dec.-13, Imp.)

Refer Unit-I, Q.No.34

11. Explain the factors affecting organizational effectiveness.

Ans : (Imp.)

Refer Unit-I, Q.No.38

UNIT - II

1. What is personality ? Describe the determinants of personality ?

Ans : (June-16, Imp.)

Refer Unit-II, Q.No. 2

2. Define perception and Explain the Characteristics of Perception.

Ans : (Dec.-15, Imp.)

Refer Unit-II, Q.No.13

3. Explain the process of Perception ?

Ans : (Dec.-15)

Refer Unit-II, Q.No.14

4. Explain various Internal & External Factors of Perception.

Ans : (Dec.-12)

Refer Unit-II, Q.No. 16

5. Define Attitude? Explain the Nature of Attitude ?

Ans : (Imp.)

Refer Unit-II, Q.No. 17

6. Explain the factors influencing formation of attitudes

Ans : (Jan.-20)

Refer Unit-II, Q.No. 20

7. Define Group ? Write about Characteristics of Groups.

Ans : (Dec.-15, Dec.-12, Imp.)

Refer Unit-II, Q.No. 22

8. Explain various Stages of Group Development.

Ans : (Jan.-18, Dec.-12, Imp.)

Refer Unit-II, Q.No. 24

9. What are the differences between Groups and Teams.

Ans : (Imp.)

Refer Unit-II, Q.No. 31

10. What is Group Cohesiveness ? Discuss the factors influencing Group Cohesiveness.

Ans : (Jan.-18, Dec.-15, Dec.-14, Imp.)

Refer Unit-II, Q.No. 32

UNIT - III

1. Explain briefly about Herzberg's two factor theory of Motivation .

Ans : (Dec.-15)

Refer Unit-III, Q.No. 7

2. State the assumptions of Theory X and Theory Y.

Ans : (Jan.-20)

Refer Unit-III, Q.No. 8

3. Write about Mc Clelland theory of Motivation.

Ans : (Jan.-18)

Refer Unit-III, Q.No. 9

4. Explain briefly about Adam theory of motivation?

Ans : (Dec.-12)

Refer Unit-III, Q.No. 12

5. Write a Critical note on Vroom's expectancy theory of motivation.

Ans : (June-16, Imp.)

Refer Unit-III, Q.No. 14

6. What are the factors that influencing morale ?

Ans : (Jan.-18, Dec.-12)

Refer Unit-III, Q.No. 20

7. What is Organizational Culture?

Ans : (Jan.-18, Dec.-15)

Refer Unit-III, Q.No. 21

8. Explain the dimensions of organization culture.

Ans : (Jan.-20, June-16)

Refer Unit-III, Q.No. 23

9. Discuss how Organizational Culture can be developed.

Ans : (Jan.-18, Dec.-15, Imp.)

Refer Unit-III, Q.No. 25

UNIT - IV

1. Explain various bases of power.

Ans : (Dec.-12)

Refer Unit-IV, Q.No. 2

2. Define Organization Politics. Who are the major players in organization politics ?

Ans : (Dec.-13)

Refer Unit-IV, Q.No. 7

3. Explain in detail about factors contributing to organizational politics.

Ans : (June-16, Imp.)

Refer Unit-IV, Q.No. 9

4. What are the measures to Manage Conflicts Effectively ?

Ans : (Dec.-12)

Refer Unit-IV, Q.No. 14

5. Describe different types of conflicts that normally arises in Modern Organization.

Ans : (Dec.-15, Dec.-12, Imp.)

Refer Unit-IV, Q.No. 16

6. Explain about Functional conflict in an Organization.

Ans : (June-16, Dec.-13)

Refer Unit-IV, Q.No. 17

7. Discuss about dysfunctional conflicts in an organization.

Ans : (June-16, Dec.-13)

Refer Unit-IV, Q.No. 18

8. How Conflicts can be Managed in an Organization ? Discuss.

Ans : (Jan.-20, Jan.-18, Imp.)

Refer Unit-IV, Q.No. 22

9. What is stress ? Explain the causes of stress.

Ans : (Jan.-20, Imp.)

Refer Unit-IV, Q.No. 25

10. What are the Strategies for Managing Stress

Ans : (Jan.-20, Imp.)

Refer Unit-IV, Q.No. 31

UNIT - V

1. Define Leadership. Explain the Characteristics of Leadership ?

Ans : (Dec.-12)

Refer Unit-V, Q.No. 1

2. Explain about Managerial Grid /Behavioural Model of Leadership ?

Ans : (Jan.-20, June-16)

Refer Unit-V, Q.No. 15

3. Explain the Significance of Communication ?

Ans : (Jan.-20)

Refer Unit-V, Q.No. 22

4. Explain the Process of Communication in an Organization.

Ans : (Jan.-18, Imp.)

Refer Unit-V, Q.No. 23

5. List out the various Barriers to Communications?

Ans : (Dec.-15, Imp.)

Refer Unit-V, Q.No. 27

6. Discuss about Surmounting Barriers to Communication.

Ans : (Dec.-15)

Refer Unit-V, Q.No. 28

7. What are the different Types of Changes?

Ans : (Dec.-15)

Refer Unit-V, Q.No. 36

8. What are the various Challenges of Change ?

Ans :

(Dec.-14)

Refer Unit-V, Q.No. 38

9. Explain various Approaches Manage Organizational Change ?

Ans :

(Jan.-20, Imp.)

Refer Unit-V, Q.No. 39

10. Explain various Contemporary Issues in Change.

Ans :

(Jan.-18, Dec.-13, Dec.-12, Imp.)

Refer Unit-V, Q.No. 40

UNIT I

INTRODUCTION:

Organization: Definition – Organisation Theories: Classical Theory- Features– limitations. Neoclassical Theory – features – limitations. Contemporary Organisation Theory – features- limitations - Systems Approach – Contingency Approach.

Organisational Behaviour: (OB) – Features – Scope – Fundamentals - Concepts of OB – Challenges and opportunities for OB – Contributing disciplines to the OB-Concept of Positive Organizational behavior.

Organizational Effectiveness: Approaches – Factors affecting Organizational Effectiveness

1.1 INTRODUCTION OF ORGANIZATION

1.1.1 Definition

Q1. Explain the meaning and definition of Organization ?

(OR)

Define the term Organization.

Ans :

Meaning

Organization is the foundation upon which the whole structure of management is built. Organization is related with developing a frame work where the total work is divided into manageable components in order to facilitate the achievement of objectives or goals. Thus, organization is the structure or mechanism (machinery) that enables living things to work together. In a static sense, an organization is a structure or machinery manned by group of individuals who are working together towards a common goal.

A like 'management', the term 'organization' has also been used in a number of ways. Broadly speaking, the term 'organization' is used in four different senses: as a process, as a structure of relationship, as a group of persons and as a system, as given below:

1. Organization as a Process

In this first sense, organization is treated as a dynamic process and a managerial activity which is essential for planning the utilization

of company's resources, plant an equipment materials, money and people to accomplish the various objectives.

2. Organization as a Framework of Relationship

In the second sense organization refers to the structure of relationships and among position jobs which is created to release certain objectives. The definitions of Mooney and Reilly, "Organization is the form of every human association for the attainment of a common purpose."

3. Organization as a Group of persons

In the third sense, organization is very often viewed as a group of persons contributing their efforts towards certain goals. Organization begins when people combine their efforts for some common purpose. It is a universal truth that an individual is unable ability and resources. Barnard has defined 'Organization' as an identifiable group of people contributing their efforts towards the attainment of goals.

4. Organization as a System

In the fourth sense, the organization is viewed as system. System concepts recognize that organizations are made up of components each of which has unique properties, capabilities and mutual relationship. The constituent element of a system are linked together in such complex ways that actions taken by one producer have far reaching effect on others.

In short, organizing is the determining, grouping and arranging of the various activities deemed necessary for the attainment of the objectives, the assigning of people to those activities, the providing of suitable physical factors of environment and the indicating of the relative authority delegated to each individual charged with the execution of each respective activity.

Definitions

Different authors have defined organization in different ways. The main definitions of organization are as follows :

- (i) **According to Keith Davis**, "Organization may be defined as a group of individuals, large or small, that is cooperating under the direction of executive leadership in accomplishment of certain common object."
- (ii) **According to Chester I. Barnard**, "Organization is a system of co-operative activities of two or more persons."
- (iii) **According to Louis A. Allen**, "Organization is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationship for the purpose of enabling people to work most effectively together in accomplishing objectives."
- (iv) **According to Mooney and Railey**, "Organization is the form of every human association for the attainment of a common purpose."

Q2. Explain Characteristics / Features of Organization ? Write about significance of organization.

Ans :

Characteristics

The main characteristics or Features of organization are as follows:

1. Outlining the Objectives

Born with the enterprise are its long-life objectives of profitable manufacturing and selling its products. Other objectives must be

established by the administration from time to time to aid and support this main objective.

2. Identifying and Enumerating the Activities

After the objective is selected, the management has to identify total task involved and its break up closely related component activities that are to be performed by and individual or division or a department.

3. Assigning the Duties

When activities have been grouped according to similarities and common purposes, they should be organized by a particular department. Within the department, the functional duties should be allotted to particular individuals.

4. Defining and Granting the Authority

The authority and responsibility should be well defined and should correspond to each other. A close relationship between authority and responsibility should be established.

5. Creating Authority Relationship

After assigning the duties and delegations of authority, the establishment of relationship is done. It involves deciding who will act under whom, who will be his subordinates, what will be his span of control and what will be his status in the organization. Besides these formal relationships, some informal organizations should also be developed.

Significance

The well-known industrialist of U.S.A. late Andrew Carnegie, when sold his famous 'United State Steel Corporation', showed his confidence in organization by uttering the following words, "Take away our factories, take away our trade, our avenues of transportation, our money, leave nothing but our organization, and in four years, we shall re-established ourselves." Since ages and in every walk of life, organization has been playing a vital role. The significance or main advantages of organization are as follows :

1. It Facilitated Administration and management

Organization is an important and the only tool to achieve enterprise goals set by administration and explained by management. A sound organization increases efficiency, avoids delay and duplication of work, increases managerial efficiency, increases promptness, motivates employees to perform their responsibility.

2. It Help in the Growth of Enterprise

Good organization is helpful to the growth, expansion and diversifications of the enterprise.

3. It Ensures Optimum Use of Human Resources

Good organization establishes persons with different interests, skills, knowledge and viewpoints.

4. It Stimulates Creativity

A sound and well-conceived organization structure is the source of creative thinking and initiation of new ideas.

5. A Tool of Achieving Objectives

Organization is a vital tool in the hands of the management for achieving set objectives of the business enterprise.

6. Prevents Corruption

Usually corruption exists in those enterprises which lack sound organization. Sound organization prevents corruption by raising the morale of employees. They are motivated to work with greater efficiency, honesty and devotion.

7. Co-ordination in the Enterprises

Different jobs and positions are welded together by structural relationship of the organization. The organizational process exerts its due and balanced emphasis on the co-ordination of various activities.

8. Eliminates Overlapping and Duplication of work

Overlapping and duplication of work exists when the work distribution is not clearly identified and the work is performed in a haphazard and disorganized way. Since a good organization demands that the duties be clearly assigned amongst workers, such overlapping and duplication is totally eliminated.

Q3. What are the various types of organization structures? Explain them with their merits and demerits.

Ans :

One of the important components of organization process is the creation of suitable organizational structure. Organizational structure refers to the hierarchy of various positions in the organization. Organizational structure defines the various relationships between various positions, departments and individuals. It helps in allocation of authority and responsibility and decides who is to report to whom.

The type of organization structure differs from plant to plant because of the type of industry or plant.

The various types of organizations are,

1. Line organization.
2. Functional organization.
3. Line and staff organization.

4. Matrix organization.
5. Committee organization.

1. Line Organization

It is one of the oldest types of organizations. It was also known as the Military type of organization in the past.

Authority flows from top level to bottom level. Heads of the departments are given full freedom to control their departments. A senior member has direct command over his subordinates. Each member knows to whom he is responsible for the accomplishment of objectives of the organization.

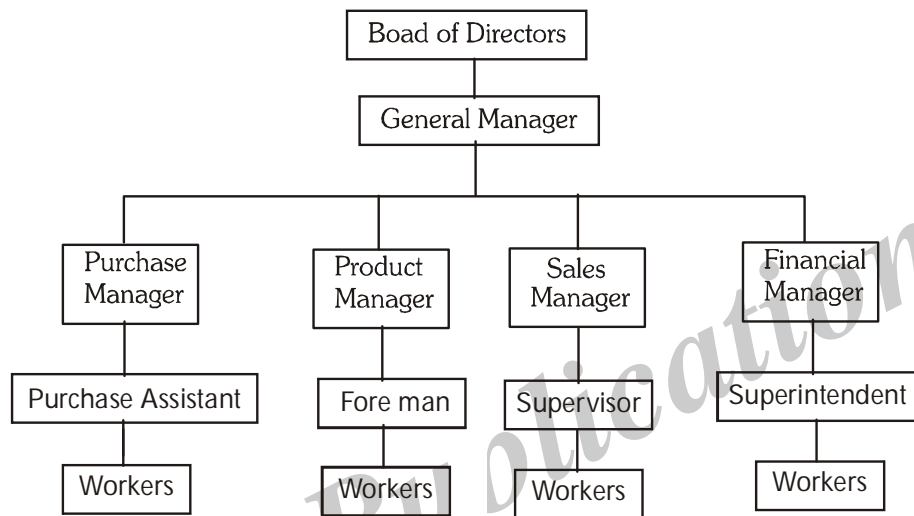


Fig. : Line Organization

Advantages

- (i) Departmental heads are free to take decisions.
- (ii) Delay can be avoided.
- (iii) Persons can be held responsible for their work individually so that each worker shall take care to complete tasks in the assigned duties / jobs property.
- (iv) This type of organization is easy to understand and is strong in discipline.

Disadvantages

- (i) This organization lays too much emphasis on the ability of only a few able men. Without them, working becomes difficult.
- (ii) The works manager is incharge of many departments. He cannot be expected to possess expert knowledge of all the functions. Instructions given by him may not be helpful to obtain the desired results.
- (iii) It relies too much on the ability of the manager and supervisors. It is difficult to get such able men.
- (iv) The departmental heads adopt their own methods which may sometimes lead to the waste of materials.
- (v) This organization is limited to small firms.

Applications

- (i) Automatic and continuous process industries.
- (ii) Small firm where complexities will be less.

2. Functional Organization

F.W. Taylor suggested this type of organization to overcome the difficulties associated with middle level management in the line organization. It is similar to that of a line organization with a difference that instead of one supervisor/foreman there are eight functional specialists. Four of them located in the shop floor and four as office specialists. Taylor's functional organization suggests that everyone has direct and equal authority over the workers.

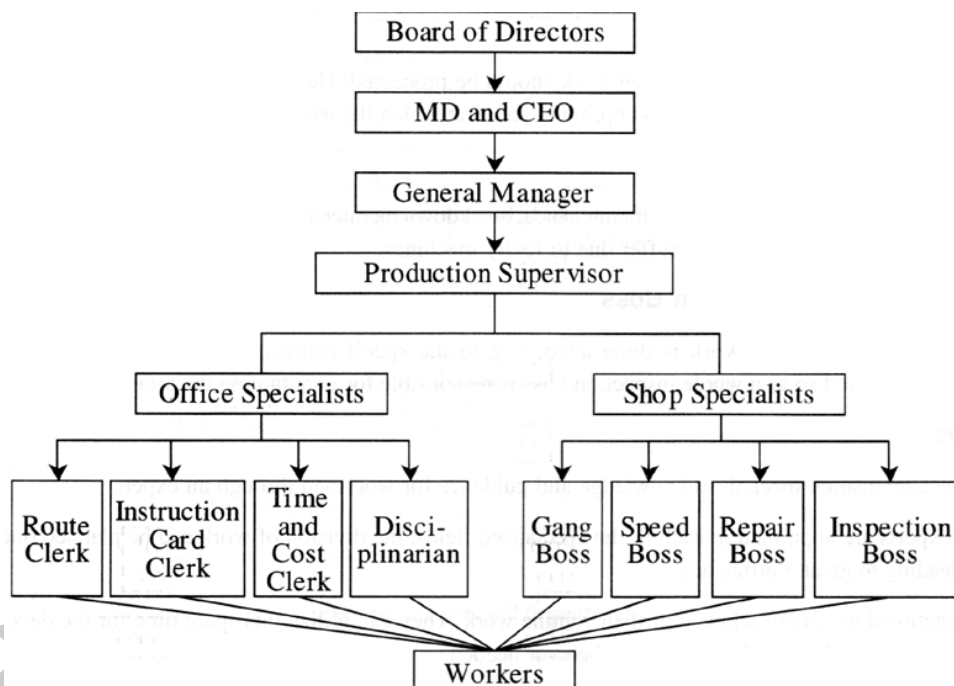


Fig. : Functional Organization

(a) Office Specialists

In modern terminology these are concerned with planning (Route clerk), scheduling industrial engineering (Instruction card clerk), time office and wage cell (Time and cost clerk) and personnel department (Disciplinarian) fall under the category of office specialists.

- (i) **Route Clerk** : He is responsible for planning route through which material will pass from machine to machine on the shop floor.
- (ii) **Instruction Clerk** : He is responsible for giving instructions and the process to be adopted in production of components. The methods and measures to be taken while job is in process.
- (iii) **Time and Cost Clerk** : He lays down the standard time for completion of a particular task and then he records the actual time taken for completion, based on the performance and the number of pieces produced the wage is decided by him.
- (iv) **Disciplinarian** : He ensures the implementation of rules and regulations formulated to maintain Discipline in the enterprise in terms of work and general behaviour.

(b) Shop Specialists

In modern terminology those concerned with production (Gang boss), engineering (Speed boss), maintenance (Repair boss) and quality control (Inspection boss) fall under the category of shop specialists.

(i) Gang Boss : He is responsible for arranging the machines and tools required for production. He ensures adequate work for the workers and sees that necessary tools are available to the workers to complete the work/task in time.

(ii) Speed Boss : He determines the speed at which work should be processed. He ensures that the work is completed in the standard time. He decides on the optimum speed at which the work should be done.

(iii) Repair Boss : He will look into the preventive maintenance, breakdown maintenance, predictive maintenance of all machines so that production does not suffer due to faulty machines.

(iv) Inspector or Inspection Boss : He ensures that the work is done according to the specifications of materials used and the products manufactured so as a whole inspection boss is responsible for maintaining the total product quality.

Advantages

1. This system ensures specialized knowledge and guidance for workmen through an expert.
2. Since experts are appointed in each of the specialized fields, the division of work can be planned out on a proper basis leading to greater efficiency.
3. The functional heads are relieved of their routine work. They can utilize this spare time for the development and improvements in the working methods wherever needed.

Disadvantages

1. In this system, it is difficult to maintain strict discipline as each supervisor receives different sets of orders from different experts. Sometimes these orders may be conflicting.
2. The separation of mental work from manual work leads to some kind of monotony, especially in the case of workers in the lower grades.
3. The success of this scheme depends upon proper coordination between different departments. If this is not done, the scheme is bound to fail.
4. This is an expensive type of organization, as it involves large amount of money by way of salaries payable to the functional heads.

Application

Functional organization is very common among modern and advance concerns.

3. Line and Staff Organization

Both line and staff organization suffer from some drawbacks. Line organization is autocratic in nature and staff organization does not have a strong control. To eliminate the drawbacks of both the organizations, the line and staff organization was evolved. It simplifies the relationships. Line authority gives the supervisor a better chance to monitor and control the subordinates. As a matter of fact the exactness of a decision will depend on the responsibility and authority given to a decision maker. In the line and staff organization this has been provided. Whereas, the nature of staff relationship is advisory. The staff function is to support the line function (basically a production function) in terms of data material, personnel relations, labour welfare and all those facilities required for the production activity is the role of staff function in this organization.

From the following figure we observe that the Human Resource Development (HRD) as a staff function extends its support to sales manager and production manager by any of

recruiting, training and development of employees and looking after the welfare and taking problems connected to labours unrest and implementing personnel policies to motivate employees to complete the targets.

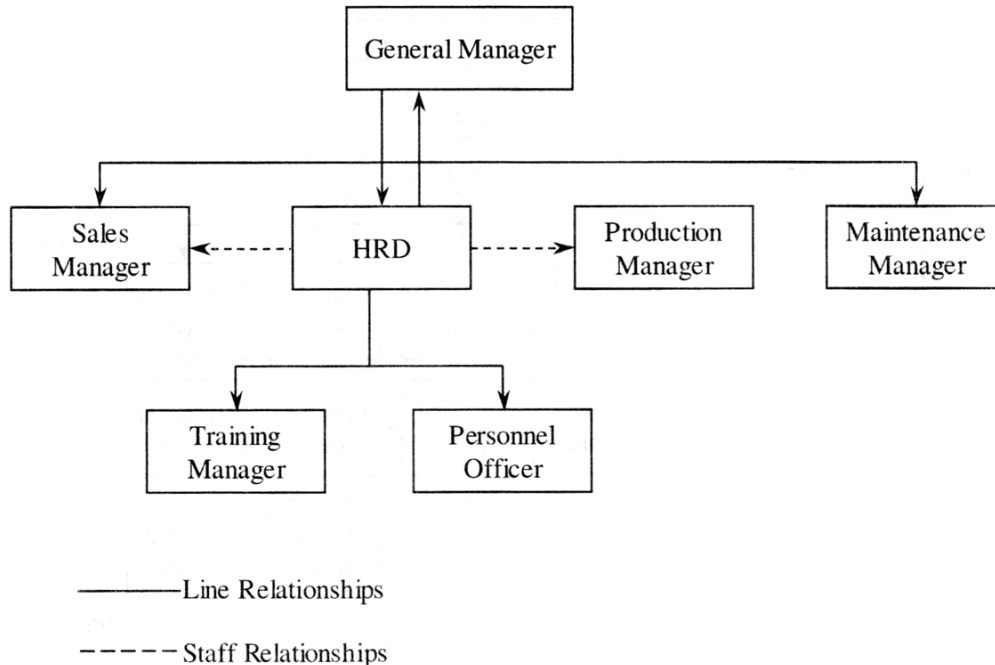


Fig. : Line and Staff Organization

Advantages

1. As the number of specialists is reduced, the organization becomes economical.
2. Line authorities are not concerned with planning work. They can, therefore concentrate their efforts on achieving greater efficiency in their day-to-day work.
3. The effective coordination of functional heads and supervisors is achieved.
4. Specialists are meant only to think about the ways and means to bring down the cost of production and increase profits by doing research in the specialized lines.
5. Sharing of responsibility is not possible at any level.
6. It avoids confusion that prevails in functional organization.

Disadvantages

1. The prestige of the line executive suffers as his work is planned and decisions are taken by somebody else. This hampers his authority and the feeling of self-respect.
2. To establish the exact relationship between line and departments, the sphere of their activity is one of the most difficult problems of management where there is a scope.

To make the system of line and staff organization effective, the provision for various committees or executives at all levels has to be made. Sometimes, important committees are appointed for budget, research and manufacture. This system brings more understanding between the various sections and hence coordination becomes easier. This type of organization is used only in medium and larger concerns.

4. Matrix Organization

Matrix organization is beneficial to implement when the organization has to handle such projects where there is a combination of small or large projects. It is a combination of functional organization and project organization. It permits better planning, flexibility and service. In case of matrix organization a person has to work under two bosses, one is the project manager and other is the functional boss. Project structure provides a horizontal authority flow to vertical authority flow of the functional organization.

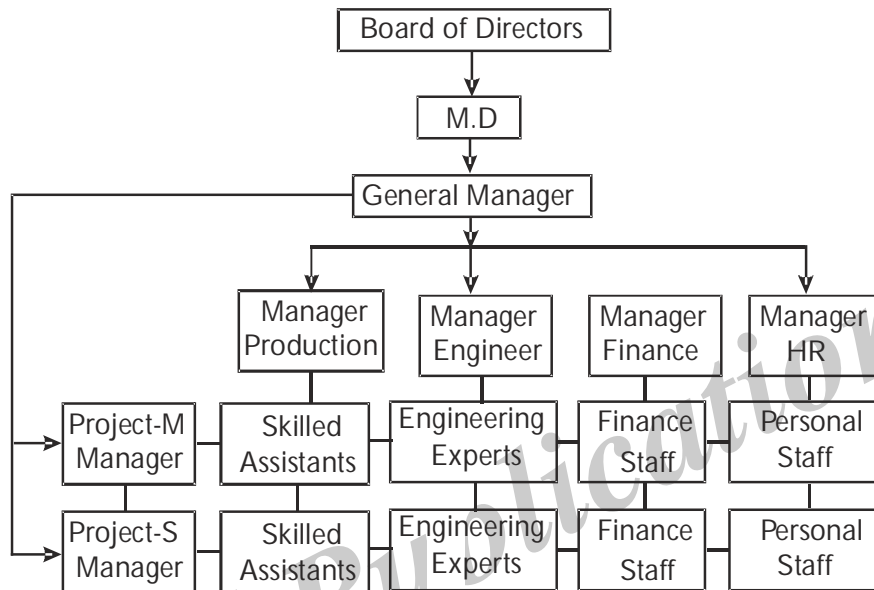


Fig. : Matrix Organization

Merits

1. Efficient and effective utilization of existing available resources.
2. It is more flexible than a traditional functional organization.
3. It presents operational convenience and operational flexibility
4. The features make it more adoptable to crisis and change.
5. It utilizes the benefits of specialized expertise and capabilities of functional departments.

Demerits

1. Dual relationship of having two bosses create role conflicts and violate the principle of unity of command.
2. Misunderstanding between the project managers and functional heads may creep up with reference to their authority.

5. Committee Organization

The primary function of committees is to make decisions on problems requiring an integration of needs of various departments ideas. The committees can be to permanent nature and ad hoc nature. The permanent committees are policy making and decision making bodies such as executive committees, the purchase committees, finance committees, maintenance committees, promotion committees etc.

Under a committee type of organization, decisions are made by group of people (committees). Thus, it can be stated that committee organization structure acts as an effective tool for group decision making technique.

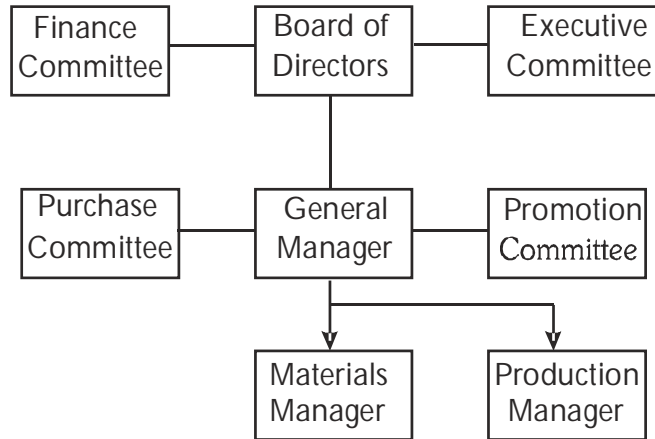


Fig. : Committee Organization

Merits

1. In this type of organization, the information flow, abilities and expertise of all the people involved can be integrated to set-up most effective objectives, plans and policies.
2. There is democratic decision making and it reduces the chances of conflict.
3. Committee organization improves the interpersonal relationships which is a must for better management.
4. Combined decision making increases the commitment to implement those decisions.
5. In this type of organization, dealing with complex problems becomes simple as everyone contributes in problem solving.

Demerits

1. It may drive inferiority complex and ambiguity when making decision.
2. It consumes a lot of valuable time and money.

1.2 ORGANIZATION THEORIES

Q4. Explain briefly about various Organization theories.

Ans :

The approach to management ideology continued developing with the presentation of new thoughts. The process of development of management thought can be divided into three main heads:

1. Classical Approaches
2. Neo-Classical Approaches
3. Modern Approaches

Every approach can be further sub-divided into some branches. The story of the development of management thought has been shown in the following diagram :

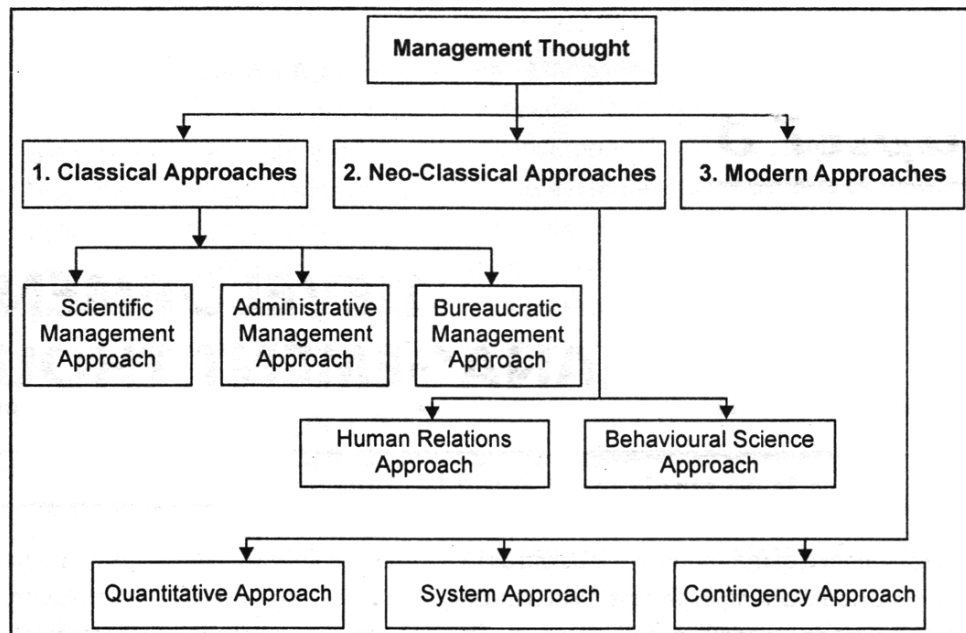


Fig.: Organizational Theories

1. Classical Approaches

The classical approach to management started around the year 1900. The principles developed under this approach are accepted even today. Under this approach it is felt that man is an inactive source of production and it is important to control him (or this source). It also believes that the employee is motivated by the economic incentives. This approach has three branches:

- (i) Scientific Management
- (ii) Administrative Management
- (iii) Bureaucratic Management.

They are also called the pillars of the classical approach.

2. Neo-Classical Approaches

The neo-classical approach to management developed around the year 1930. The basis of this approach is the classical approach. Under this approach, the classical approach has been presented with some modifications. The main difference between the classical and neo-classical approach is regarding the treatment of the human resources. Under the classical approach, the human resource is ignored and much importance is given to work and physical resources. On the other hand, neo-classical approach understands the importance of human resource. Under the neo-classical approach individual and group relationships have been given due importance. This approach has two basic pillars :

- (i) Human Relations Approach
- (ii) Behavioural Science Approach.

3. Modern Approaches

The modern approach to management was developed around the year 1950. This approach is an improvement upon both the classical and neo-classical approach to management. This approach has three basic pillars :

- (i) Quantitative Approach
- (ii) System Approach
- (iii) Contingency Approach

1.2.1 Classical Theory - Features, Limitations

Q5. State the Features and Limitations of Classical Theory.

Ans : (Jan.-20)

Features

- (i) Classical theory concentrate on anatomy of formal organization through division of labor, specialization, structure, scalar, functional processes and span of control.
- (ii) Management is the study of managerial experiences. If the experiences are studied and certain generalizations are deducted there from, these will help the practicing managers.
- (iii) Classical Approach treats organization as a closed system.
- (iv) Formal organization structure coordinates the activities of the organization. They ignored the element of human beings.
- (v) Principles and functions of management have universal application.
- (vi) Scientific management emphasized efficiency of lower levels of organizations.
- (vii) Work force were supposed to be rational economic force, they could be motivated through economic incentives.
- (viii) Classical approach emphasized on 'centralization of authority'.

This school is based on the close study of past managerial experience and cases, so formal education and training is needed for developing managerial skills.

Limitations

- (i) The motivational assumptions are incomplete and inaccurate.
- (ii) Intra-organizational conflict is generally ignored.
- (iii) Constraints placed on the human as a complex information-processing system are given little consideration.

- (iv) Little attention is given to the role of cognition in task identification and decision.
- (v) The phenomenon of programme elaboration receives little emphasis.

1.2.1.1 Bureaucratic management

Q6. Explain the concept of Weber's theory of bureaucratic administration. State its features, advantages and disadvantages.

Ans : (Imp.)

Max Weber, the father of bureaucracy was a German sociologist who studied various business and government organizations and identified 3 basic forms of business administration such as leader oriented, tradition-oriented and bureaucratic administration. Leader-oriented administration does not involve the delegation of management functions whereas, in traditional-oriented administration managerial positions are passed on from one generation to another.

The most important and ideal form of administration is bureaucratic administration wherein the delegation of management responsibilities is permissible only to those persons who are capable and have the ability to hold the position.

Features

1. Greater Emphasis on the Compliance of Standard Rules

Weber suggested that the authority in an organization must be managed by the following standard rules. The institutional goals must be given prior importance over the personality goals which enables the manager to equally treat all the subordinates. It also helps them to take up decisions by predicting the future of courses of action.

2. Systematic Division of Work

Bureaucratic administration is characterized by the systematic division of work which helps in improving the quality process by increasing the efficiency and by reducing time while changing from one job to another.

3. Follows the Principle of Hierarchy

In this administration, principle of hierarchy is followed wherein, each office at lower level is supervised and controlled by the higher authorities.

4. **Knowledge and Training in the Application of Rules**

It is essential to provide knowledge and training to the individuals relating to the application of rules as it forms the basis for providing the legitimacy to his authority.

5. **Maintaining Record of Administrative Acts, Decisions and Rules**

The maintenance of record makes the organization to be self dependent rather than to depend on others. It also provide clear and accurate understanding of all the concepts of management to its people.

6. **Rational Personnel Administration**

Depending on the credentials and merit, people are selected and their remuneration is fixed on the basis of their position in the hierarchy. Promotions are done systematically where focus is on gaining loyalty and commitment of people.

Advantages

The following are the advantages of Weber's theory of bureaucratic administration which are as follows,

1. **Specialization**

Bureaucracy forms the basis for dividing work of the organization into various functional departments. This helps the people to specialize in their respective fields thereby discharging to effective performance.

2. **Rationality**

Bureaucracy develops rationality in an organization wherein judgements are made based on objectives and agreed criteria. In order to offer form or substance to an organization, bureaucracy formulates the duties, responsibilities and reporting relationships in a command hierarchy. This logical designing of activities helps in the implementation of assigned tasks in an organized manner.

3. **Predictability**

The predictability and stability of an organization are mainly dependent on the

rules, regulations, training, specialization, structure and other components of bureaucracy. For instance, bureaucracy develops high confidence among the new students, for predicting the existence of his university even in future.

4. **Democracy**

In bureaucratic organizations, the decisions are usually made based on predetermined criteria. It is through the rules regulations consistent behaviour could be developed within the organization. As per the time schedule, priority is given to the activities where people are appointed on a merit basis. Bureaucracy does not consider patronage, favoritism and other arbitrary bases because every citizen has a right to be trained, applied and be selected for a specific job based on their respective qualifications.

Contribution

In an organization if a single person is unable to meet all the functions of management then bureaucracy becomes the logical extension of management. The bureaucratic type of management plays a vital role in the development of a modern and large scale organizations demanding the functionally specialized staff for the purpose of training and. for controlling the people belonging to heterogeneous backgrounds. It also helps in delegating specific responsibilities and functions to them.

Disadvantages

It has been observed that from the past few years bureaucracy have been criticized on various grounds. Research conducted by Merton, Selznick and Gouldner have disclosed many improper consequences of bureaucracy.

1. **Overconformity to Rules**

In a bureaucratic organization, employees follow "stick to the rule" policy as they assume that a penalty will be charged for violating such rules. So, they only comply with the word of law rather than understanding the true meaning behind such words.

2. **Buck-Passing**

In a bureaucratic organization, initiative of people is restrained because in the absence of

rules, employees, either postpone their decisions or shift them to others. It leads to a delay in office work functioning of these groups. But the informal groups which perform most of the organizational work are often neglected by the bureaucratic organizations.

3. **Categorisation of Queries**

In a bureaucratic organization, the possible queries which may come from outside have been categorized in advance. Managers need to be prepared with the answers for such queries. If any variation exists between the queries within a category then they must be neglected. When a query is received, the job of the employee is to identify its category by marking it against the category to which it is applied.

4. **Displacement of Goals**

In a bureaucratic organization, displacement of goals is a common phenomenon which usually occurs when legitimate goals are substituted with other goals, for which previously there were no allocation of resources.

5. **No Real Right of Appeal**

In bureaucratic organizations, clients are usually dissatisfied as they don't possess real rights of appeal. Often the views of subordinates are usually neglected by their superiors.

6. **Neglect Informal Groups**

Being a social creature, man often forms informal group which plays a key role in the organization. Many organizations are forming a new discipline known as 'group dynamics' which facilitates in the formation and functioning of these groups. But, the informal groups which perform most of the organizational work are often neglected by the bureaucratic organizations.

7. **Rigid Structure**

Bureaucratic structures become rigid due to precise description of rules and over conformity to rules. Such type of structure

may be suitable in case of stable environments but may not remain functional in the changing environment. In present scenario, organizations must have flexible structures so that they can easily interact with their environment while collecting, processing and monitoring the information. It also helps in modifying the job descriptions as per the requirements of a specific department.

8. **Incapable to Fulfill the Requirements of Mature Individuals**

Chris Argyris developed maturity-immaturity theory which explains the inability of bureaucratic organizations to fulfill the needs of mature individuals who are working in such organizations. This theory believed that a mature individual demands independence, initiative, self control, opportunity to make use of all his skills and information in planning his future. But the hierarchical and controlling features of a bureaucratic organization operate against these needs.

1.2.1.2 Scientific Management

Q7. **Explain the principles of scientific management?**

(OR)

Explain briefly Scientific Management Theory.

Ans : (Dec.-14, Imp.)

Taylor was a person who within a very short duration of time (1878-1884) rose from the ranks of an ordinary labourer to the position of a Chief Engineer. In 1878 he joined the Midvale Steel Company in USA as a labourer and, due to his hard work and dedication, he was able to reach the position of the Chief Engineer in the same company within a short span of six years (1884).

During this period, Taylor conducted a number of experiments and came to the conclusion that the amount of work a labourer was doing was far less as compared to what he was supposed to be doing. He gave a number of suggestions to solve this problem and, in doing so, he gave a scientific outlook to management. Taylor worked in The Bethlehem Steel Works up to 1901 and thereafter

started providing services as a management consultant. In 1903 he published a research paper titled 'Shop Management' and in 1911 his book Principles of Scientific Management created ripples in the field of management.

Meaning

The literary meaning of scientific management is performing the work of management in a scientific manner. In other words, discarding the traditional approaches to management and adopting newer and more scientific approaches in their place is called scientific management. Taylor has said that before commencing any work, a manager should first analyze it thoroughly, and only then should be take any decision.

Principles

The Scientific Management Approach propounded by F.W. Taylor is based upon the following five principles :

1. Principle of Use of Science for the Rule of Thumb

According to this principle, all the activities being performed in an organization should be analyzed in detail with the aim of developing a technique of accomplishing the maximum possible work in an efficient manner and at the minimum possible cost. This principle says that we should not get stuck in a set and continue with the old techniques of doing work, rather we should be constantly experimenting to develop new techniques which make the work much simpler.

2. Principle of Scientific Selection and Training of Workers

According to this principle, the selection and training of workers should be done in a scientific manner. Of the various activities being performed in an organization, selection of workers is the most important because even one wrong appointment can spoil the whole atmosphere in the organization. Scientific appointment means appointing only those people to do a particular work who posses the necessary capabilities to do it. However, only scientific selection of workers

is not adequate in itself, the workers should also be imparted the necessary training from time to time. Proper training of the workers increases their efficiency and hence benefits both the workers as well as the organization.

3. Principle of Cooperation between Labour and Management

As per this principle, such an atmosphere should be created in the organization that labour (the major factor of production) and management consider each other indispensable. Labour should understand that it cannot proceed in its work without the existence of Management, and Management should understand that it has no identity without the existence of Labour. If such an atmosphere prevails in an organization, then both the parties would aim for the achievement of the same goal (i.e., the maximum and good quality production) and hence both of them will be successful in achieving the goals. Taylor has referred to such a situation as a 'Mental Revolution'. Taylor firmly believed that the occurrence of a mental revolution would end all the conflicts between the two parties and would be beneficial to both of them.

4. Principle of Maximum Output

As per this principle, both the labour as well as management should make full efforts to produce the maximum output. They should spare no efforts for the maximum utilization of the factors of production available in the organization. This will have a direct impact on the profits of the organization, and the organization will earn the maximum possible profits. Higher profits will result in higher wages for the workers and thus make them more dedicated towards the organization.

5. Principle of Division of Responsibility

According to this principle, the work of the organization and the related responsibilities should be clearly divided among the two main groups in the organization (Management and Labour). Each group should be assigned work which it can accomplish more efficiently. For example,

Management should be the one to decide the time required to do a particular work, while the responsibility for actually doing the work should be with the Labour.

In this way, if the time required for doing the work is not properly determined, the manager would be accountable, and if the work has not been performed properly the labourer would be responsible. Hence, on proper implementation of this principle, the credit for doing work efficiently would be divided among both the groups and in case of any defaults, the responsibility would also be shared by both the groups.

Q8. Explain the salient features of F.W. Taylor's scientific management.

Ans :

1. Separation of Planning and Doing

Taylor emphasized the separation of planning aspect from actual doing of the work. He said that planning should be left to the supervisor and the worker should emphasize only on operational work.

2. Functional Foremanship

Taylor evolved the concept of functional foremanship based on specialization of functions, which could take planning work adequately besides keeping supervision on workers. In this system eight persons are involved to direct the activities of workers. Out of these, four persons are concerned with planning,

- (i) Route clerk
- (ii) Instruction card clerk
- (iii) Time and cost clerk
- (iv) Disciplinarian.

The remaining four persons are concerned with doing aspect of the work,

- (i) Speed boss
- (ii) Inspector
- (iii) Maintenance foreman
- (iv) Gang boss.

All of them give directions to workers on different aspects of work.

3. Job Analysis

Job analysis is undertaken to find out the one best way of doing the things. The best way of doing a job is one which requires the least movements, consequently less time and cost.

4. Standardization

Standardization should be maintained with respect of instruments and tools, period of work, amount of work, working conditions, cost of production etc.

5. Scientific Selection and training of Workers

Taylor has suggested that workers should be selected on scientific basis taking into account their education, work experience, aptitude physical strength etc., apart from selection, proper emphasis should be given on the training of workers which makes them more efficient and effective.

6. Financial Incentives

According to Taylor, wages should be based on individual performance and not on the position which a person holds.

7. Economy

Taylor suggested adequate consideration to be given to economy and profit.

8. Mental Revolution

Mutual cooperation between management and workers can be achieved through mental change from conflict to cooperation in both parties.

Q9. Explain the various Techniques of Scientific Management.

Ans :

The principles of Scientific Management only bring out the basic philosophy behind the theory. The question which now arises is how to implement these principles practically? Taylor has devised the following techniques for actually implementing the principles of scientific management.

1. Scientific Study of Work

Scientific management requires deep analysis of all the activities being performed in the organization with the aim of producing the maximum possible output with the minimum possible efforts. In simple words, it may be said that Taylor was strictly opposed to incompetence and wanted to remove incompetence with whatever possible means.

In his efforts to do so, he conducted a numbers of experiments and proved that (i) if the various parts of the process of production are reduced to the minimum, (ii) while working, unnecessary movements of the body are eliminated, (iii) the time required for doing every work is determined and (iv) recognizing that human beings are not inanimate objects and hence are likely to feel fatigued, proper arrangements for their resting are made, then incompetence will be totally eliminated from the organization. On this basis, he has divided work study into the following four parts :

- i) Method Study,
- ii) Motion Study,
- iii) Time Study, and
- iv) Fatigue Study.

2. Scientific Task Planning

Scientific task planning implies analyzing all the different aspects of the work before actually commencing upon it, such as what is to be done? How is it to be done? Where is it to be done? And when is it to be done? Taylor has advised the managers of industrial organizations to establish a separate Planning Department for this purpose.

3. Scientific Selection and Training of Workers

First, it is determined that for a particular work, persons possessing what qualities and capabilities are required. Next, through conducting various examinations, capable persons are selected. Scientific selection is selecting the right person for the right position

without any bias. According to the traditional techniques of management, this was usually done by the Foreman, however Taylor has advised the establishment of a Personnel Department for this purpose.

After selecting suitable persons, they should be imparted proper training before deploying them on the job. Scientific management requires that training should be imparted only through modern techniques as it increases the efficiency of the workers.

4. Standardisation

Standardisation means setting standards for different factors, after due deliberation. For example, the amount of work to be done by a worker in a day may be standardised. In other words, the worker is expected to do the standard amount of work everyday. In the same manner standards may also be set for raw materials, machines and tools, techniques, conditions of work, etc.

5. Differential Wage System

Taylor has advised the adoption of differential wage systems in order to motivate the employees. According to this system wages are paid on the basis of work done and not on the basis of time spent in doing the work. In this system two different wage rates are used: one is the high wage rate and the other the low wage rate. Those workers who are able to produce the standard number of units within a fixed duration are paid as per the high wage rate, and those workers who are not able to produce the standard number of units within the same time are paid as per the lower wage rate.

6. Specialization or Functional Foremanship

F.W. Taylor has propounded the functional organization. This form of organization is totally based on the principle of specialization and makes full utilization of the expertise of various experts. In a functional organization, work is divided into many small parts and each part is assigned to an expert. In this manner all the benefits of specialization are availed of.

7. Mental Revolution

Mental revolution calls for a change in the mind-set of both the managers and the workers. According to Taylor, a revolution in mind-set of both the managers and the workers is required as it will promote feelings of cooperation, and will be beneficial for both the parties.

Normally, it is seen that a conflict between the managers and the workers results in division of profits, with both the parties demanding a larger share of profits. This is the main reason that a mental revolution is required. According to Taylor, instead of fighting over division of profits, both the parties should make efforts for increasing the profits. Such a situation will result in an increase in production, and such a high increase in profits will make any talk of division of profits meaningless.

Q10. Explain the benefits and demerits of scientific management?

Ans :

Scientific management is equally important to employers, workers and the society as a whole. This technique of management believes in balanced development of all sections of society. On this basis the various benefits of scientific management can be grouped under the following three headings:

I. Benefits**(a) Benefits to Employers**

Scientific Management results in the following benefits to employers or owners of the business:

1. Maximum Production

The quantity of output is directly related to the efficiency of workers and scientific management concentrates its efforts on increasing the efficiency of workers. A few examples of such efforts are- maintaining the working conditions at the work place, giving appropriate wages, providing proper facilities to workers to rest in case of fatigue, rotating the work among different workers in

order to retain their interest, using the simplest possible techniques of work, providing proper training to workers from time to time, etc. In such a manner, production is increased by increasing the efficiency of workers which results in higher profits for the owners of the business.

2. Industrial Peace

One of the main aims of scientific management is bringing about a mental revolution in the mind-sets of the management and the workers. There should be full cooperation among the two, and this removes any conflict that may exist between the two. Such a situation automatically results in establishment of industrial harmony.

3. Benefits of Specialization

Scientific management involves breaking up the complete work into many small parts, with each part being assigned to a person who is an expert in performing it. This results in more and better work being accomplished in much lesser time, which is one of the main benefits of specialization.

(b) Benefits to Workers

The adoption of a system of scientific management has the following benefits for workers:

1. Better Working Condition

Scientific management involves the maintenance of proper cleanliness and ventilation at the work place and also making adequate arrangements for the safety of workers. All this has a favorable affect on the health of the workers.

2. More Remuneration

Scientific management involves, on one hand, the provision of proper working conditions and, on the other hand, implementation of differential wage system. Both these factors motivate the workers to work harder and in doing so they earn more wages.

3. Improvement in Standard of Living

The two main requisites of a good standard of living are money and peace. Scientific management provides workers with both these things. The motivation to work harder provides them with more money, and good relations with the management provides them with mental peace.

4. Increase in Efficiency

Good working conditions, better wages, improvement in standards of living, training, etc. are such conducive factors which increase the efficiency of workers to the maximum. The rewards earned by the workers by working with more efficiency motivates the workers to work even harder, and in this manner the cycle continues. The application of scientific management produced very favourable results in a very famous American industrial organization called Symonds Rolling Machine Co. It was found that only 35 girls were sufficient to do the same work which was previously being done by 120 girls. This was mainly due to the increase in efficiency by the application of scientific management.

II. Demerits

Even though the advent of scientific management resulted in a revolution in the industrial world which resulted in an unprecedented increase in the efficiency of employees, the system cannot be said to be completely faultless. Many industrialists and the worker class have bitterly criticized this system. The main faults or criticisms of scientific management are:

(a) Criticisms by Owners

The owners of the businesses have criticized scientific management on the following grounds:

1. Difficult to Introduce

Implementing a system of scientific management in place of the old tried and tested system is not an easy task. It requires a complete change in the structure of the organization and also results in frequent interruptions in the production process. Thus, it can be said that implementing a system of scientific management is a very long and tedious process.

2. Only Suitable for Large Scale Business

Since this is a very complex and expensive system to implement, it can be implemented only in large scale organizations. In other words, it is not economically feasible to implement the system of scientific management in a small scale organization.

3. Dependency on Experts

This system requires the appointment of experts in order to take benefit of their experience and expertise. All the work in the organization is done according to the instructions of experts only. Over a period of time, the owners of the business and the workers become so dependent upon the experts that they are unable to work by themselves. So much dependence upon experts is also dangerous for the organization.

(b) Criticisms by Workers

Workers are critical of scientific management due to the following reasons:

1. Fear of Retrenchment

One of the main aims of scientific management is increase in productivity. The implementation of a scientific management system increases efficiency which is very beneficial for the organization. However, increase in efficiency has adverse affect on the requirement for workers. There is a fall in the demand for workers and they are

in constant fear of losing their jobs. It is mainly due to this reason that workers are opposed to scientific management.

2. Lack of Initiative

In such a system all the major work is allotted to experts, and workers have no choice but to work as per their instructions. In other words, workers are only concerned with doing what they are told and are not supposed to apply their own minds. The lack of thinking has an adverse affect on their motivation level which further reduces their efficiency.

3. Opposition by Labour Unions

In a system of scientific management, each worker is paid wages according to his capabilities. Hence each person is more concerned about increasing his own efficiency and is not concerned about anybody else. As a result, the power of labour unions decreases as the number of their members falls. This is the main reason why labour unions oppose scientific management.

4. Exploitation of Labourers

As is clear, such a system increases the efficiency of labourers, as a result of which they are able to earn higher wages. However, the owners increase the wages to a much lower extent as compared to the increase in efficiency. Hence this results in exploitation of labourers as a major chunk of the higher profits due to the increased efficiency are retained by the owners.

5. Inhuman Behaviour

Under this system, the owners are only concerned about the increase in production and totally ignore the adverse affect the additional work burden has on the health of the employees. Hence, this system results inhuman behaviours on the part of the owners towards their employees.

F.E. Cardullo, while supporting the above criticisms, has expressed his opinion as, "While presenting the system of scientific management one major mistake made by Taylor was that he has equated man to a part of a machine".

1.2.1.3 Administrative Theory of Management

Q11. Explain contributions made on the Administrative Theory of management.

Ans :

(Imp.)

Henry Fayol was a major contributor to administrative management approach.

Henry Fayol started his career as a mining engineer in 1860 in a colliery company in France. In 1866, he was appointed as the manager of the collieries and remained in this position for 22 years. In 1888, when the company's financial position was critical, he was appointed as the General Manager. He held this position with his expertise for 30 years and retired in 1918, at a time when the company had become one of the biggest coal companies in France. His observations on the principles of general management first appeared in 1916 in French under the title *Administration Industrielle et Generale*, and this was translated into English in 1949 under the title *General and Industrial Administration*.

This book contains two parts: the first part is concerned with the theory of administration and the second part with the discussion on training for administration.

Fayol felt that the activities of business could be divided into six groups:

- (i) Technical
- (ii) Commercial
- (iii) Financial
- (iv) Security
- (v) Accounting
- (vi) Managerial

Fayol felt that the first five were well known and as a result, devoted most of his book to an analysis of the sixth. He classified the managerial group into six sub-groups, viz., forecasting, planning, organizing, co-ordinating, commanding and controlling. Fayol stated the qualities required by

managers to be physical, mental, moral, educational and technical. As a matter of fact, he emphasised that as one goes higher up in the levels of management, the administrative knowledge and skills become relatively more and more important, and technical knowledge and skill less important.

Q12. Explain the Henry Fayol's principles of management.

(OR)

Describe Henry Fayol's 14 Principles of Management.

Ans :

(Imp.)

Major credit of developing the body of principles of management goes to none other than Mr. Henry Fayol. He is put forward a set of fourteen principles of management which has gained a wide area of application in the field of business. A set of fourteen principles of management, developed by Henry Fayol can be depicted as follows:

1. Division of Work

It is an important principle of management. According to this principle, each and every activity of organization should be clearly allocated among the employees according to their abilities, qualifications and aptitudes, so that every employee can easily understand their tasks and give their hundred percent contributions for the achievement of organizational goals.

2. Authority and Responsibility

Authority and responsibility both have inter-dependence relationship with each-other. In the absence of authority nobody can take responsibility on his shoulders in organization for the achievement of various activities. Hence, it is too important that authority should be delegated to employees so that they can take more responsibility whenever need arises.

3. Method of Discipline

It is also an essential principle of management. According to this principle all, those are working in organization as employee and employer should obey the orders, instructions and rules of leader strictly. In case any subordinate does not follow the orders and

instructions of leader then he will have to pay plenty for this. Thus it is clear that discipline should be maintained in organization.

4. Unity of Command

According to this principle, every individual in organization must get orders and instructions only from their own departmental head not from others, because if any individual will get orders and instructions from other superiors then conflicts may arise among the departments as a result of this works cannot be carried out properly by them. Hence, this principle takes an important place in organization.

5. Unity of Direction

According to this principle, every group of activities in organization should have the same objective. It means all activities must be directed by one superior and with one plan, so that organization cannot face any difficulties in course of achieving its per-determined goals.

6. Remuneration

According to this principle, every personnel (employee) in organization should receive handsome and equitable remuneration. The differences in payments of personnel must be on the basis of job differentials, abilities of personnel, responsibility of personnel and difficulties of job. Cost of living, price level and financial situation of enterprise should also be considered for the determination of remuneration of personnel.

7. Centralization and De-centralization

Centralization and De-centralization both are inter-related terms. Centralization refers to a system in which only authorized person can take vital decisions for the development of organization. No common individual has right to take decisions. On the other hand De-centralization refers to a system in which authority can be transferred from higher level to bottom level among the personnel to taking vital decisions for the development of organization. Thus it is clear that both principles are necessary for organization.

8. Order

According to this principle, each and every activity should be done by personnel on the basis of proper pattern. It can only be possible when the tasks are clearly defined among the personnel according to their abilities, qualifications and understandings. According to Henry Fayol 'order' means right person on the right job and everything in the place.

9. Scalar Chain

It is a unique principle of management. According to this principle, all those are working in organization are linked with each other in superior-subordinate relationship. It is best management Concepts.

10. Initiative

According to this principle, in every organization managers has to create such an environment, where a group of people can willing to take initiative and responsibility for doing various activities in the most efficient way, for all around development of organization. It can only be possible on the basis of developing co-operative relationship among the groups of people. Thus we can say that, it is a vital principle of management.

11. Subordination of individual interest to group interest

According to this principle, the interest of group is above in comparison to the interest of an individual. It means organization has to give priority group's need rather than individual, because no one organization can achieve its goals properly without the group's efforts. Hence, it is clear that, the interest of group is above in comparison to the interest of an individual.

12. Stability of tenure of personnel

According to this principle, job security must be provided by organization to each personnel. In fact, if the personnel are secured about their jobs than they will give their hundred percent contributions for the achievement of pre-determined goals of organization. On the other hand, in the absence of job security the personnel will not

give their hundred percent contributions for the achievement of pre-determined goals of organization. Thus tenure of personnel should be stable.

13. Equity

It is one of the most important principles of management. According to this principle, all those are working in organization as superior and subordinate, both have equal rights as human-beings. In fact, all groups of people, either they may be authorized or non-authorized personnel are equal in the eye of organization. There is no difference among them on the basis of cast and creed, positions and other things.

14. Espirit-de-corps

According to this principle, everyone in organization should do their tasks under the guidance of team spirit. In fact, any organization cannot attain its predetermined goals efficiently, in the absence of team efforts. Thus it is clear that team spirits is too important in organization among the groups to achieve organizational goals in efficient way.

Q13. State the similarities and differences between F.W.Taylor's scientific management theory and Henry Fayol's administrative theory.

Ans :

Similarities Between F.W. Taylor's Theory and Fayol's Theory

Some of the similarities between Taylor's theory and Fayol's theory include,

1. Taylor and Fayol, both have the opinion that the optimal utilization of personal and other resources is very essential for achieving success in an organization.
2. Both Taylor and Fayol have used scientific methods and scientific techniques for resolving the management related problems.
3. Both Taylor and Fayol have relevant experience in a specific industry wherein their ideas are the outcome of practical training and experience.

Some of the differences between Taylor's theory and Fayol's theory are tabulated below,

Differences Between F.W. Taylor's Theory and Fayol's Theory

S.No.	F.W. Taylor's Theory (Scientific Management Theory)	S.No.	Henry Fayol's Theory (Administrative Theory)
1.	Scientific management theory was proposed by F.W. Taylor.	1.	Administrative theory was proposed by Henry Fayol.
2.	Scientific theory focuses on solving shop floor problems. level problems.	2.	Administrative theory focuses on solving top level or executive
3.	Taylor in his scientific theory emphasized more on technical aspects of work like-job design, correct placement of people, standardization of procedures and so on	3.	Fayol in his administrative theory emphasized more on the administrative aspect of work.
4.	F.W Taylor was a 'scientist'	4.	Henry Fayol was a 'practitioner'.
5.	In Taylor's theory, the focus is on improving the productivity level via work simplification, time and motion studies.	5.	In Fayol's theory, the focus is on improving the whole process of administration by following some of the principles.
6.	The principles of management proposed by Taylor forms the basis for performing the activities at the shop floor.	6.	Fayol's activities, management functions and the principles of management are the major contributions of Henry Fayol.

1.2.2 Neoclassical Theory

Q14. What is Neoclassical Theory ?

(OR)

Explain the Contribution of Neoclassical Theories in Understanding Modern Organizations.

Ans :

(Dec.-15)

The classical writers Taylor, Fayol, Weber ignored the human relations aspect within an organization. The neo-classical approach developed as a reaction to the classical principles but it did not abandon them altogether. Neo-classical approach is the extended form of classical approach of management.

It builds on Classical approach, but broadens and expands it; it does not totally divorce itself from its predecessor. Rather, neoclassical theory adds a more human element to the science of organization and management. The neo-classical writers have focused on human aspect of the industry.

They modified the classical theory by emphasizing on the fact that organization is a social system and the human factor is the most important element within it. They conducted some experiments known as Hawthorne Experiments and investigated informal groupings, informal relationships, patterns of communication, patterns of informal leadership, etc. Elton Mayo is generally recognized as the father of the Human Relations School. Other contributors include: Roethlisberger, Dickson, Dewey, Lewin, Simon, Smithburg, Thompson etc.

The human relations approach is concerned with the recognition of the importance of human element in organizations. It revealed the importance of social and psychological factors in determining workers' productivity and satisfaction.

According to them an organization cannot achieve its objectives without the cooperation of people and such cooperation cannot be secured or ordered. It has to be consciously achieved. Neo-classical approach concentrates on people oriented organization where both formal and informal organizations integrate.

Neo-classical approach is based on two main points:

1. Organizational situation should be viewed in social as well as in economic and technical terms.
2. The social process of group behavior can be understood in terms of clinical method analogous to the doctor's diagnosis of human organism.

1.2.2.1 Features**Q15. Explain the features of neoclassical theory***Ans.:* (Dec.-12, Imp.)

1. The organization is a social system composed of several interacting parts.
2. The behavior of an individual is dominated by the informal group of which he is a member.
3. The social environment on the job affects the workers and is also affected by them.
4. The informal organization also exists within the framework of formal organization and is affected by the formal organization.
5. Monetary incentives are not the only sole motivators for an individual. Non-monetary incentives also play a vital role in motivating employees.
6. In an organization it is ultimately cooperative attitude and not the mere command which yields result.
7. There is generally a conflict between organizational and individual goals. For smooth functioning of organization it is necessary to integrate individual goals with the organizational goals and vice versa.
8. Morale and productivity can go hand in hand in an organization.
9. Management must aim at developing social and leadership skills in addition to technical skills. It must take interest in welfare of organization.
10. Both-way communication is necessary in an organization.

1.2.2.2 Limitations**Q16. Explain the Limitations of Neo - Classical Theory ?***Ans.:* (Dec.-12, Imp)**1. Narrow in Scope:**

The neo-classical approach of the theory of economic development is narrow and inadequate.

They assume the existence of such factors as political stability, the "will to develop", strong habits of thrift, given tastes, adequate supply of trained labor and managerial skill, a high degree of factor mobility and free flow of knowledge between different countries

Such assumptions have narrowed down the scope of their analysis. According to them, the main determinants of economic development are changes in the size of population, capital stock, natural resources and technology.

They have minimized the significance of non-economic factors as the degree of political stability, the attitude of population, legal and social institutions etc. Marshall himself recognizes the limited nature of his theoretical analysis.

2. Economic Development is not Continuous Process:

The neo-classicists believe that economic development is a gradual, continuous and harmonious process and hence they could not correctly analyze the possibilities of cyclical fluctuations in the process of development. Historically, economic development has been a discontinuous process.

This fact should have been recognized by them. They also could not visualize the possibility of disharmony of interest at least in the initial stages of development.

3. Unrealistic Assumptions:

Another drawback of the neo-classical analysis is its assumption of full employment which is very unrealistic. Because of this assumption they could not analyze how an economy can be maintained at the full employment level. In the field of capital formation they tend to over-emphasize the importance of interest rate and minimize that of institutional factors

4. No Importance to the Role of Govt.:

The neo-classical could not recognize the important role which government can play in creating conditions for economic development. In the present era intervention of Govt., is must to solve various problems of the UDC's.

5. Study of Developed Countries Only:

Their analysis also suffers from the drawback that they were mainly concerned with their own developed economies and hence their ideas and policies have little relevance for under-developed countries. For instance, their policy of free trade and international specialization can hardly solve the problems of under-developed countries.

1.2.2.3 Human Relations Approach

Q17. Explain the contributions of Elton Mayo in the development of management thought.

Ans :

Scientific management focussed attention on the mechanical and physiological aspects of organizational functioning. These factors have given a positive result in increasing efficiency of the organization. Followers of this approach notably Taylor, Fayol, Gantt and others recognized the importance of human elements in the organization but the emphasis was not appreciable. It leads to the human relations approach, the essence of human relations contributions are that the organizational situation should be viewed in social terms as well as in economic and technical forms. Many researchers have been conducting studies in this field and first of its kind was conducted by Mayo's research team "Hawthorne Experiments". These were carried out in Hawthorne plant of the General Electrical Company, Chicago, which was manufacturing telephone system bells and employing about 30,000 workers at the time of experiments. This company was extending material benefits to workers, still its productivity was much below its expectations. There was also great dissatisfaction among workers.

The researchers originally set out to study the relationship between productivity and physical working conditions. They conducted researches in four phases which are as given below,

1. Illumination experiments to determine the effect of illumination on productivity.

2. Relay Assembly Test (RAT) room experiment to study the effects of changes in hours and other working conditions on productivity.
3. Mass interviewing programme to determine workers attitude and sentiments.
4. Bank wiring observation room experiments to determine and analyze the social organization at work.

Hawthorne experiments suggested that good human relations involve motivating people of the organization in order to develop team spirit which effectively fulfill their needs and achieve organizational goals. The results of experiments which motivate people at work are summarized as follows,

1. Illumination Experiments

These were undertaken to find out varying levels of illumination on productivity. The hypothesis was that, productivity would increase with higher illumination. So, for this purpose, a group of workers were selected and made to work in various intensities of illumination, but to the surprise of researchers they found that the productivity initially increased because the workers were happy to be involved in the experiment and that they gave the same output at any intensity of illumination and stopped the work when illumination was equal to the moon light. The conclusion was that the human factor determined the productivity.

2. Relay Assembly Test Room Experiments

These experiments were conducted to find out whether there was any relationship between job conditions and productivity. There was productivity improvement which was not due to the changes in physical factors like changing the incentive system, more rest time in between working hours, reduction of working hours and changes in working hours but that was due to change in attitude towards their work and work group. They developed a feeling of stability and sense of belongingness, responsibility and self-discipline. The relationship between workers and supervisors improved.

3. Mass Interviewing Programme

Under this programme about 20,000 workers were interviewed in order to determine workers attitude towards the company, supervision, insurance plans, promotion and wages. But as the answers were oversimplified by 'yes' or 'no' response, the root of the problem was not identified. During the course of interview, it was discovered that workers behavior was being influenced by group behavior.

4. Bank Wiring Observation Room Experiments

These experiments were carried out with a view to analyze the functioning of small groups and its impact on individual behavior. The work involved was to attach a wire to the switches if a certain equipment used in telephone exchange. Hourly wage rate was fixed based on the output of each worker while the bonus was to be determined on the basis of average group output. The hypothesis was that, workers would produce more, to earn, more and would help others to earn more bonus. But it did not work as the workers in the group set certain norms for personnel behavior including output rhythm and social norm. The study revealed that informal relationships play an important role in determining the human behavior.

Q18. Explain the Factors Affecting Human Relations Approach .

Ans :

Human relations in an organization are determined by the individual, work group, leader and work environment.

1. Individual

Behavior of an individual is affected by his feelings, sentiments, values and attitudes. Motivation of an individual should give due consideration to their economic, social and psychological needs. Thus, motivation is a complex process.

2. Work-Group

The work group is the centre of locus of human relations approach. It helps in determining the attitudes and performance of individual workers. The Hawthorne studies have shown that informal groups have a major influence over the behavioural pattern of workers.

3. Work Environment

It has been recommended by several human relationist that a positive work environment results in achievement of not only organizational goals but also leads to employee satisfaction.

4. Leader

Leadership plays a major role in an organization. A leader must ensure full and effective utilization of all organizational resources to achieve organizational goals. He must be patient, strong, empathetic and should be able to adapt to various personalities and situations. As per Hawthorne studies, a leader can contribute substantially in increasing productivity by providing a free, happy and pleasant work environment where bossism is totally absent and where all members are allowed to contribute towards decision making.

Q19. Explain the contribution of Human Relations Approach .

Ans :

1. Flat structure

Neo-classical theorists have suggested a flat structure against tall structure (as given by classical theorists) where decision making involves every one and is quicker and much more effective. Here communication chain is shorter and suitable to motivate employees as much more freedom is given to the employees over here.

2. Social System

The social system defines individual roles and establishes norms that may differ from those of formal organization. The workers follow a

social norm determined by their co-workers, which defines the proper amount of work rather than try to achieve the targets management thinks they can achieve, even though this would have helped them to earn as much as they physically can.

3. Informal Organization

Classical theorists did not consider informal groups. Neoclassical theorists felt that both formal and informal organization must be studied to understand the behavior of organizations fully. Informal groups can be used by them as an agent for effective and speedy communication and for overcoming resistance on the part of workers. Thus both formal and informal organizations are inter-dependent.

4. Decentralization of authority and Decision-making

This has allowed initiative and autonomy at the lower levels.

5. Non-economic rewards

Money is not assumed to be the sole motivator for human beings. The social and psychological needs of the workers are also very strong. So non-economic rewards like praise, status, inter-personal relations, etc play an important role in motivating employees. Such rewards must be integrated with wages and fringe benefits of the employees.

6. Conflicts

Conflict may arise between organizational goals and group goals. Conflicts will harm the interest of workers if they are not handled properly. Conflicts can be resolved through improvement of human relations in the organization.

7. Group Dynamics

A group determines norms of behavior for the group members and exercises a powerful influence on the attitudes and performance of individual workers. The management should deal with workers as members of work groups rather than individuals.

Q20. Explain the Criticisms of Human Relations Approach.

Ans :

1. Limited Applicability

The various structures of organization given by neo-classical theorists are not universal. Their application is limited. There is no particular structure which may serve the purpose of all organizations. The relationists also overlooked some of the environmental constraints which managers cannot ignore and this lapse makes the applicability of this theory limited.

2. Lack of Scientific Validity

Most of the conclusions of this approach were drawn from Hawthorne studies. These conclusions were based on clinical insights rather than on scientific evidence. The groups chosen for study were not representative in character. The findings were based upon temporary groups that cannot be applied to groups that have continuing relationship with one another.

3. Unreal Assumptions

The assumption that says that there is a solution of every problem which satisfies every one in the organization is unreal. Often there are conflicts of interest among various groups in the organization that are structural and not merely psychological.

4. Negative View of Conflict between Organizational and Individual Goals:

It views conflict between the goals of the organization and those of individuals as destructive. The positive aspects of conflicts such as overcoming weakness and generation of innovative ideas are ignored.

5. Over-emphasis on Group

This approach has over-emphasized on group and group decision-making. But in actual practice, groups may sometimes create problems for management and collective decision making may not lead to a rational consensus.

6. Over stretching of Human Relations

It is assumed here that satisfied workers are more productive whereas this may not hold true always. This approach says that all organizational problems are subject to solutions through human relations whereas this might not hold true always.

7. Limited focus on work

This approach through out has only talked about humans and human relations in an organization. It does not come out with new and better ways to improve productivity in an organization. It lacks adequate focus on work. It has over emphasized the psychological aspects at the cost of the structural and technical aspects.

8. Over concern with Happiness

The Hawthorne studies suggested that happy employees will be productive employees. This equation between happiness and job satisfaction is unfortunate as it represents a negative and simplistic view of the nature of man. Studies have shown a consistent relationship between happiness or morale and productivity. It is quite possible to have a lot of happy but unproductive workers.

1.2.2.4 Behavioural science Approach**Q21. Explain briefly Behavioural Theory of Management.**

Ans :

It has been observed in the human relation approach that there is a direct relationship between satisfaction and production. In other words, the more satisfied the workers are the more production will be possible. The behavioural science approach is nothing but an improved version of the human relations approach to management. Under this approach, the study of human behaviour is given more importance than the human relations.

The exponents of this approach include scholars like Douglas, McGregor, Chester I Barnard, Rensis Likert, Chris Argyris, Fredrick Herzberg, Warren G. Bennis, Mary Parker Follet, Abraham

Maslow, Robert Tannenbaum, etc. The major contribution of the behavioural scientists has been in the field of leadership, communication, motivation, organizational change, organizational conflicts, etc. The behavioural science approach came into vogue after 1940.

The details about the contributions made by some of the propounders of behavioural science approach are like this :

1. Abraham Maslow

Maslow presented the Need Hierarchy principle. According to this principle, the needs of a human being are varied and their order can be determined. The moment his first need is satisfied, he starts thinking about his second need and this chain continues. In conclusion, it can be said that human needs act as a motivation for him.

2. Frederick Herzberg

According to Herzberg, along with the motivators the maintenance factors are also helpful in boosting the enthusiasm of the workers.

3. Douglas McGregor

McGregor has presented the traditional approach of motivation as 'X' approach and the modern approach as the 'Y' approach.

4. Rensis Likert

Likert had contacts with numerous managers during the course of his research and, in conclusion, presented four models of management. They are called Management System of Likert.

5. Robert Tannenbaum

Tannenbaum, presented the approach of continuum of leadership behaviour. According to Tannenbaum, it is not possible that any single system of leadership can be applied to all the situations. That is why he has described not one or two, but seven systems of leadership.

Conclusion

The propounders of the behavioural science approach have offered the following suggestions after their study :

- i) The employees should have a share in the matter of policy determination.
- ii) The employees should be treated in a human way.
- iii) It is the duty of the manager to bring out the latent talent of the employees.
- iv) It is the duty of the manager to provide a healthy environment.
- v) The system of self-discipline instead of the imposed discipline should be adopted.

Q22. What are the differences between classical approach and Neo- classical Approach

(OR)

Distinguish between Classical and Neo-Classical Theories of Organization

Ans :

(June-16)

Points of Distinction	Classical Approach	Neo classical Approach
Focus	Functions and economic demand of workers	Emotions and human qualities of workers.
Structure	Impersonal and mechanistic	Social System
Application	Autocratic management and strict rules	Democratic process
Emphasis	Discipline and rationality	Personal security and social demand
Work goal of workers	Maximum remuneration and reward	Attainment of organizational goals
Concept about men	Economic being	Social being
Relation	Formal	Informal
Nature	Mechanistic	Organistic
Content	Scientific management, administrative management and bureaucratic management	Hawthorne experiments, human relation movement and organizational behavior.

1.2.3 CONTEMPORARY ORGANIZATION THEORY - Features

Q23. What is modern theory ? Explain the features of modern theory?

Ans :

Meanings

The Modern Theory is the integration of valuable concepts of the classical models with the social and behavioral sciences. This theory posits that an organization is a system that changes with the change in its environment, both internal and external.

Features

There are several features of the modern theory that make it distinct from other sets of organizational theories, these are:

1. The modern theory considers the organization as an open system. This means an organization consistently interacts with its environment, so as to sustain and grow in the market. Since, the organization adopts the open system several elements such as input, transformation, process, output, feedback and environment exists. Thus, this theory differs from the classical theory where the organization is considered as a closed system.
2. Since the organization is treated as an open system, whose survival and growth is determined by the changes in the environment, the organization is said to be adaptive in nature, which adjusts itself to the changing environment.

3. The modern theory considers the organization as a system which is dynamic.
4. The modern theory is probabilistic and not deterministic in nature. A deterministic model is one whose results are predetermined and whereas the results of the probabilistic models are uncertain and depends on the chance of occurrence.
5. This theory encompasses multilevel and multidimensional aspects of the organization. This means it covers both the micro and macro environment of the organization. The macro environment is external to the organization, while the micro environment is internal to the organization.
6. The modern theory is multi-variable, which means it considers multiple variables simultaneously. This shows that cause and effect are not simple phenomena. Instead, the event can be caused as a result of several variables which could either be interrelated or interdependent.

1.2.3.1 Systems Approach

Q24. Explain about system theory of management.

Ans :

The systems theorists focus on viewing the organization as a whole and as the interrelationship of its parts. In the 1950s, management theorists attempted to integrate the classical, behavioral, and management science theories into a holistic view of the management process. Systems theorists began by assuming that an organization is a system that transforms inputs (resources) into outputs (products and/or services).

According to Russell Ackoff, the commonly used classical approach to problem solving is a reductionist process. Managers tend to break an organization into its basic parts (departments), understand the behavior and properties of the parts, and add the understanding of the parts together to understand the whole. They focus on making independent departments operate as efficiently as possible.

According to systems theorists, the reductionist approach cannot yield an understanding of the organization, only knowledge of how it works. Because the parts of a system are interdependent, even if each part is independently made to perform as efficiently as possible, the organization as a whole may not perform as effectively as possible. For example, all-star athletic teams are made up of exceptional players. But because such players have not played together as a team before, the all-star team may not be able to beat an average team in the league.

Systems Approach To Management

The word System is taken from a Greek language which means to bring together or to combine. A system is a set of inter-related parts, which work together to achieve certain goals.

Concepts of Systems Approach To Management

A systems approach has the following key concepts :

1. Open or Closed Systems

Systems may be either open or closed. An open system is one, which depends on the outside environment for survival. A closed system does not interact with the environment.

2. Sub-system

The full system is made up of many parts. Each part is called a sub-systems. A system may be a sub-system of a larger system. For e.g. A department is a sub-system of a plant. A plant is a sub-system of a company.

3. Synergy

Synergy means that the whole is greater than the sum of its parts. In an organization, when different departments co-operate and interact, they become more productive. This is called synergy.

4. Defined boundaries

Each system has a boundary that separates it from its environment. In case of a closed system, the system boundary is rigid. However, in an open system, the boundary is flexible. A business organization, has

boundaries with many external systems like creditors, suppliers, customers, government agencies, etc. The system is inside the boundary, the environment is outside the boundary.

5. Feedback mechanism

A system can adjust itself to the changing environment through the feedback mechanism. Feedback helps the system to find out and correct its mistakes.

6. Multidisciplinary

Management system uses information from many fields such as psychology, sociology, ecology, economics, mathematics, statistics, operations research, systems analysis, etc. Therefore, it is multidisciplinary.

7. Consideration of whole system

No part of the system can be fully studied and understood without understanding all its parts. So instead of dealing separately with different parts of one organization, the manager must study the organization as a whole. For example, in order to understand the working of the finance or production or marketing departments, he must understand the company as a whole. It is because the activity of any one part of the company affects the activity of every other part.

8. Input output system

A business organization is an input-output system. Inputs consist of human, physical and financial resources obtained from the environment. These resources are converted into outputs of products and services.

Contributions of Systems Approach To Management

Contributions of Systems Approach To Management :

1. Under systems approach, managers have a good view of the organization.
2. It gives importance to interdependence of the different parts of an organization and its environment.
3. It forecasts consequences and plans actions.
4. Systems thinking warns managers against adopting piecemeal approach to the problem-solving.

Systems theory stresses the need for conceptual skills in order to understand how an organization's subsystems (departments) interrelate and contribute to the organization as a whole. For example, the actions of the marketing, operations, and financial departments (subsystems) affects each other; if the quality of the product goes down, sales may decrease, causing a decrease in finances. Before managers in one department make a decision, they should consider the interrelated effects it will have on the other departments. The organization is a system (departments), just as the management process is a system (planning, organizing, leading, and controlling), with subsystems (parts of departments) that affect each other. So, in other words, when you have a problem to solve, do not break it into pieces; focus on the whole.

According to Harold Koontz, Daniel Katz, Robert Kahn, and others, the systems approach recognizes that an organization is an open system because it interacts with, and is affected by, the external environment. For example, government laws affect what an organization can and cannot do, the economy affects the organization's sales, and so on.

Over the years, systems theory lost some of its popularity. However, today one of the major trends is toward total quality management (TQM), which takes a systems approach to management.

1.2.3.2 Contingency Approach

Q25. Discuss contingency approach in detail by explaining its features, limitations and implications.

(OR)

Describe Contingency Approach to Organization Theory

Ans :

(Jan.-18, Imp.)

Contingency/Situational approach asserts that there is no prescribed managerial action or organizational design that is appropriate for all situations. The design and managerial actions depends on the situations. This approach is based on the systems view of organization. It is action-oriented and directed towards the application and implementation of the systems concepts. This theory is a comprehensive organization theory dealing with

a variety of organizational and environmental variables. It is a long-range theory and can be applied to the study of various sub units of an organization.

It is concerned with the relationship between relevant environmental variables and appropriate management concepts and techniques that lead to effective goal attainment.

Contingency approach is an important addition to the paradigm of modern organization theory. It is a sophisticated approach to understand the increasingly complex organizations.

Features

Some of the features of contingency approach are,

1. Management action is contingent on certain action outside the system or subsystem as the case may be.
2. Organization action should be based on the behaviour of action outside the system so that organization should be integrated with the environment.
3. Because of the specific organization environment relationship, no action can be universal. It varies from situation to situation.

Limitations

The following are the limitations of contingency approach,

1. It is Complex

This theory involves more organizational and environmental variables. It is a complicated theory. Even a simple situation involves analyzing a number of organizational components, each of which has multifarious dimensions.

2. Paucity of Content

Contingency approach to the organization is criticized on the grounds of paucity of content. Time and again the contemporary social scientists have been emphasizing the 'situational' theories.

3. Empirical Testing - Difficult

Contingency approach is theoretically complex. Because of this complicated version,

there is a doubt as whether this theory can be empirically tested or not. Contingency theory hypothesizes that the greater the total degree of congruence between various parts of organizational components the more effective will be organizational behaviour at multiple levels. Though there is some indication that overall organizational fits can improve organizational effectiveness, concrete research is lacking to support this hypothesis.

4. Reactive not Proactive

This approach fails to deal with proactive strategy. It is criticized on the ground that it suggest a reactive strategy in coping with the environmental complexity. Woon argues that the managers have considerable power in the society, they must be in a position to provide a sense of direction and guidance, through their innovative and creative efforts especially in coping with the environmental changes in the directionless society.

The basic idea of contingency approach, is that there cannot be a particular management action which will be suitable for all situations, an appropriate action is one which is designed on the basis of external environment and internal states and needs. Contingency theorists suggest that system approach does not adequately spell out. The precise approach tries to fill this gap by suggesting what should be done in response to an event in the environment.

Implications

Some of the implications of contingency approach are,

1. It is the sophisticated approach to understand the increasing complexity of organizations.
2. The approach is directed towards suggesting organizational designs and managerial actions most appropriate to specific situations.
3. Management is entirely situational and there is nothing like universal principles of management. What the managers do depends on the circumstances and environment.

4. This approach suggests suitable alternatives for those managerial actions which are generally contingent upon external and internal environment such as organizational design, strategy formulation, decision systems, etc.

Q26. What are the differences between system approach and contingency approach.

Ans :

S.No.	Points of Distinction	Systems Approach	Contingency Approach
(i)	Emphasis	Interdependents and interactions among systems and sub - systems	It identifies nature of interdependencies and the impact of environment on organizational design and managerial styles.
(ii)	Focus	Internal Environment and organizational sub - systems	External environment of organization
(iii)	Solutions	It provides deterministic solutions to all managerial problems	It provides probabilistic and pragmatic solutions to all managerial problems.
(iv)	Organizational view	It views all organizations alike.	It treats all organizations as separate unique entry.
(v)	Evolution	Major contributors in systems approach have been psychologists.	Sociologists have contributed to this approach. It has been built over systems approach.
(vi)	Organizational Variables	It is very broad considering all personal, social, technical, structural, environmental and organizational variables. Therefore, managing involves. Therefore, managing involves establishing relationships among them while undertaking any action.	It concentrates on structural adaptation of organization. This approach tends to predict the ultimate outcome of a disturbance of the organizational equilibrium by a change in the task environment.
(vii)	Model of Human Beings	It usually employs a richer model of human beings than contingency model. It takes into account full range of human behavior in the organization.	It is interested in structural adaptation of organization to its task environment. Therefore, contingency theories talk mostly in terms of structural change in the organization in response to a change in environment.

1.3 ORGANIZATIONAL BEHAVIOUR

1.3.1 Features

Q27. What is an Organizational Behavior? Explain its features.

Ans :

(June-16, Dec.-14, Dec.-12, Imp.)

Introduction

Organizational Behavior which has two words that is organization and other one is Behavior. We can relate organization with works, Behavior with actions. We can conclude that actions of people at work is called organizational Behavior. In other sense organizational Behavior is the field of study that researches the actions of people at works.

Meaning

Organizational Behaviour is concerned with the study of how and what people act in organizations and also how their act affect the performances of the organization. It also applies the knowledge gained

about individuals, groups and the effect of structure on human Behavior in order to make organization work more effectively.

Definitions

- (i) **According to Stephen P. Robbins** "Organizational behavior is a field of study that investigates the impact that individuals, groups and structure have on behavior within the organization for the purpose of applying such knowledge toward improving an organization's effectiveness".
- (ii) **According to Fred Luthans** "organizational behavior is directly concerned with the understanding, prediction and control of human behavior in organization".
- (iii) **According to Callahan**, "Organizational behaviour is to understand, predicting and controlling human behaviour at work".
- (iv) **According to Aldag and Brief**, "Organizational behaviour is a branch of social sciences that seeks to build theories that can be applied to predicting, understanding, and controlling behaviour in work organizations".

In short, organizational behavior revolves around two fundamental concepts

1. The nature of man
2. The nature of organization. Organizational Behaviour is the study of both group and individual performance and activity within an organization.

This helps to examine human behavior in a work environment and determines its impact on job structure, performance, communication, motivation and leadership.

Features

1. An integral part of management

Organizational behavior is that part of total management which represents the behavior approach to management. It is a field of study backed by a body of theory and research. It helps in understanding the human behavior in work organization.

2. Cause and effect relationship

Human behavior is generally taken in terms of cause and effect relationship and not in

philosophical terms. It helps in predicting the behavior of individuals. It provides generalizations that managers can use to anticipate the effect of certain activities on human behavior.

3. Satisfaction of needs

Organizational behaviour is helpful in satisfying the needs of employees in the organizations. Every employee wants to get his needs fulfilled in the organization to provide such an environment so that people may get need satisfaction. This is beneficial to both organization and individuals.

4. A science as well as an Art

Organizational behaviour is as science as well as art. The systematic knowledge about human behaviour is a science and the application of behavioural knowledge and skills is an art. Organizational Behaviour is not an exact science because it cannot exactly predict the behaviour of people in organization.

5. Object oriented

Organizational behaviour aims to understand, predict and explain human behavior in organization so that they can mold them to yield results and they can be able to analyze positive approach of individuals to motivate the employees.

6. Three levels of Analysis

Organizational behaviour encompasses the study of 3 levels of analysis namely individual behaviour, inter individual behaviour and the behaviour of organizations themselves. The field of organizational behaviour embraces all these levels as being complementary to each other.

7. Multidisciplinary character

The area of study of Organizational behaviour is developed from different traditional disciplines like psychology, sociology, anthropology, political sciences, economics, women's development etc. This covers such diverse areas to understand the individual behaviour in group.

8. Normative science

Organizational behaviour is a normative science as it prescribes various findings of researches to apply to get organization results acceptable to the society. Organizational behaviour, thus, concerns with values of the society and people concerned.

9. Multi level study character

Organizational behaviour is studied in different levels. It concerns with individual level, group level and organizational level. Organizational behaviour investigates the influence of each level in the overall organizational effectiveness.

10. Employee motivation

Organizational behaviour suggests number of tools and techniques to satisfy individual according to their needs and interests. It defines individual differences and similarity with understanding people at different levels. Such techniques motivate employees. Motivated employee increase organization effectiveness.

Q28. Explain the various approaches of organization behaviour.

Ans :

1. A human resources (supportive) approach

The human resources approach is developmental. It is concerned with the growth and development of people towards higher levels of competency, creativity, and fulfillment, because people are the central resource in any organization and any society. The nature of the human resources approach can be understood by comparing it with the traditional management approach in the early 1900s. In the traditional approach, managers decided what should be done and management was directive and controlling.

The human resources approach, on the other hand, is supportive. It helps employees become better, more responsible persons, and then tries to create a climate in which they may contribute to the limits of their improved abilities. Essentially, the human

resources approach means that better people achieve better results. It is somewhat illustrated by this ancient proverb:

"Give a person a fish, and you feed that person for a day

Teach a person to fish, and you feed that person for life"

2. A contingency approach

Traditional management relied on the principle of "one best way" of managing. There was a correct way to organize, to delegate and to divide work. The correct way applied regardless of the type of organization or situation involved. The contingency approach to organizational behaviour means that different situations require different behavioural practices for effectiveness.

Each situation must be analysed carefully to determine the significant variables that exist in order to establish the kinds of practices that will be more effective. The strength of the contingency approach is that it encourages analysis of each situation prior to action, while at the same time discouraging habitual practice based on Universal assumptions about people. The contingency approach also is more interdisciplinary, more system-oriented, and more research-oriented than the traditional approach. Thus it helps to use in the most appropriate manner all the current knowledge about people in organizations.

3. A productivity approach

Productivity is a ratio that compares units of output with units of input. If more outputs can be produced from the same amount of inputs, productivity is improved or if fewer inputs can be used to produce the same amount of outputs, productivity has increased. The idea of productivity does not imply that one should produce more output; rather it is a measure of how efficiently one produces whatever output is desired. Consequently, better productivity is a valuable measure of how well resources are used in society. It means that less is consumed to produce each unit of output. There is less waste and better conservation of resources.

Productivity often is measured in terms of economic inputs and outputs, but human and social inputs and outputs are also important. For example, if better organizational behaviour can improve job satisfaction, a human output or benefit occurs. In the same manner, when employee development programmes lead to a by-product of better citizens in a community, a valuable social output occurs.

Equations showing the role of organizational behaviour in work systems:

- i) Knowledge x skill = Ability
- ii) Attitude x situation = Motivation
- iii) Ability x Motivation = Potential human performance
- iv) Human performance x Resources = Organizational productivity

4. A systems Approach

A system implies that there are many variables in organizations and that each of them affects all the others in a complex relationship. All people in organizations should be concerned with improving organizational behaviour. Managers represent the administrative system and their role is to use organizational behaviour to improve people – organization relationships as shown in the following figure.

Managers try to build a climate in which people are motivated to work together, productively, and become more effective persons.

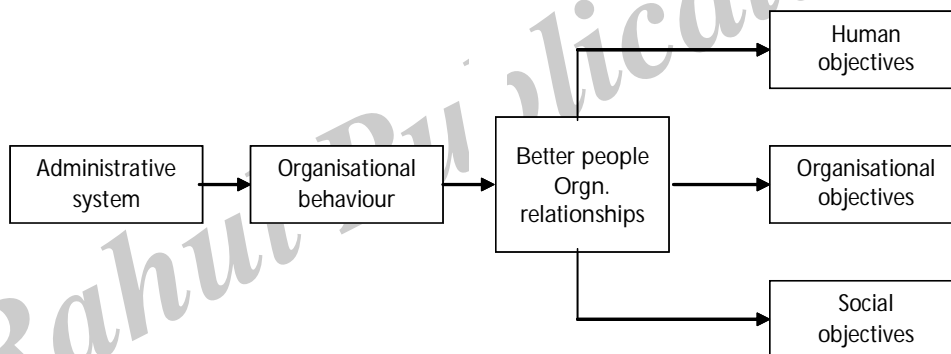


Fig. : The administrative system in organizational behaviour

When organizational behaviour is applied with a systems approach it creates a triple reward system in which human, organizational and social objectives are met. People find more satisfaction in work when there is cooperation and teamwork. They are learning, growing and contributing. The organization also is more successful, because it operates more effectively. Quality is better and costs are less. Perhaps the greatest beneficiary of the triple reward system is society itself; because it has better products and services, better citizens and a climate of cooperation and progress.

Q29. What is the importance of organizational behavior ?

Ans :

Organizational behaviour helps to understand and predict organizational life. It helps to motivate employees and to maintain interrelations in an organization.

The importance of OB is as follows

1. Employee motivation
2. Nature of employee

3. Better utilization of resources
 4. Skill improvement
 5. Understanding consumer behavior
 6. Nature of employee
 7. Efficiency & effectiveness
 8. Goodwill of organization
 9. Leadership
 10. Organizational climate
- 1. Employee motivation**

Organizational behaviour helps to understand and basis of motivation and different ways to motivate employees in a right direction. Employee motivation helps employees to be committed an employee to his job, how engaged he feels with the company's goals and how empowered he feels in his daily work. These things helps organization to be in profit.
 - 2. Nature of employee**

Understanding the employees is important to manage them in a proper way. With the help of Organizational behaviour we can able to understand how people behave and how he or she reacts to a situation is he an introvert, extrovert and dominating etc.
 - 3. Better utilization of resources**

Effective management should be able to utilize resources to the fullest. It is the essential task for companies that are managing different tasks. It is important for any organization to allocate personal as well as equipment for different projects by avoiding idle time. Organizational behaviour helps to use the potential of employees by understanding the employee nature and it helps to motivate and use the potentiality to the fullest.
 - 4. Skill improvement**

Helps to improve skills ability to employees and use of knowledge to become more efficient. Improves managers as well as employees work skill.
 - 5. Understanding consumer behaviour**

It also an important part to improve marketing process by understanding consumer behaviour.
 - 6. Nature of employee**

Understanding of personal employees nature is important to manage them properly. With the help of Organizational behaviour, we can understand whether employees / people are introvert extrovert dominating etc.
 - 7. Efficiency & Effectiveness**

Helps to increase efficiency and effectiveness of organization. It is a measure of the relationship between organizational inputs and outputs efficiency can be improved through motivating employees.
 - 8. Goodwill of organization**

OB makes goodwill. It helps to improve efficiency and productivity that leads to improve goodwill and ultimately profit of the organization increases.
 - 9. Leadership**

Leadership helps the management in bringing human behaviour in tune with the organizational requirements. An organization must have effective leadership for its survival and growth. An organization can achieve success only with the right type of leadership.
 - 10. Organizational climate**

Organizational climate is the sum of all organizational situations affecting human behaviour. By understanding the organizational climate we could able to analyze who is handling things effectively and it helps to analyze human behaviour that helps in organizational behavior.

1.3.2 Scope of Organizational Behaviour

Q30. Explain the scope of organizational behaviour.

Ans :

(Jan.-20, Dec.- 12, Imp.)

1. An inter disciplinary approach

OB is an inter disciplinary approach because it tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology, and anthropology to make them applicable and to study OB.

2. An Integral part of Management

OB represents behavioural approach to management. Since human beings are the most important asset of any organization, therefore OB has assumed the status of a distinct field of study. Thus OB brings creative thinking among managers to solve human problems in organizations.

3. A humanistic approach

OB is a human tool for human benefit. It helps in understanding and predicting the behaviour of individuals. It is based on the belief that human beings have a desire to be independent, creative, and productive.

4. Science and Art

OB is both a science and an art. The systematic knowledge about human behaviour is a science. But it is not an exact science as it cannot provide specific answers to all organizational problems. Pure science concentrates on fundamental research, whereas OB concentrates on applied research. The application of behavioural knowledge and skills is an art. It is difficult to predict the behaviour of people working in the organization; therefore it is difficult to apply predictive models in all the situations. OB is also considered as a normative science because the findings of applied science are applied to socially accepted organizational goals.

5. A purposeful approach

OB is a goal-oriented field of study which aims at how to understand, explain and predict human behaviour in the organizational scenario so that these generalizations can be used to anticipate the effects of certain actions on human behaviour.

6. Satisfaction of human needs

Every employee working in the organization has needs and aspirations. It is the responsibility of the organization to provide a healthy environment so that employees may get need satisfaction and the organization may accomplish its objectives. OB helps both the employees and the organization to fulfil their respective objectives.

1.3.3 Fundamentals Concepts of OB

Q31. Explain the fundamental concepts of OB.

Ans :

(Jan.-18, June-16, Imp.)

Human behaviour in organizations is caused by individuals as individuals, as members of groups and structures of the organizations. Figure presents the model of organizational behaviour.

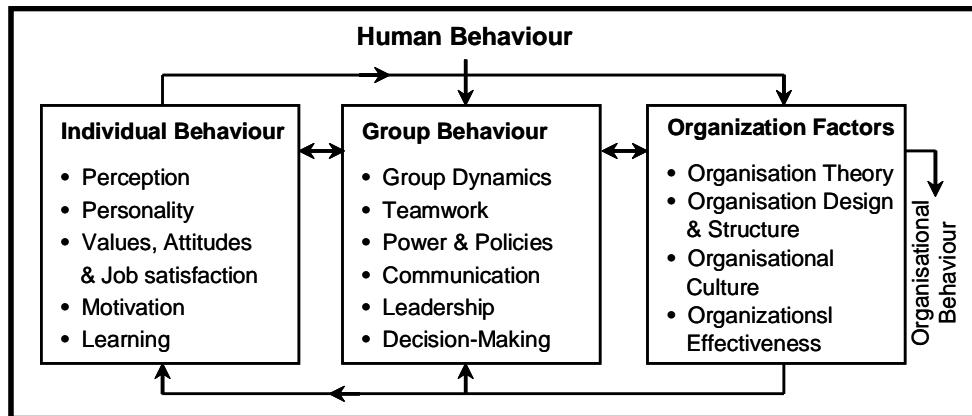


Fig. : Model of Organizational Behaviour

1. Individual Behaviour

Behaviour of an individual employee is influenced by several factors like the individual's mental make-up, family background, educational background, social and cultural background, geographical region, personality traits, values, attitudes, opinions etc. Individual behaviour is studied through.

- **Perception** : Perception refers to a complex cognitive process that yields a unique picture of the world that may be quite different from reality. Individuals behave based on their perceptual world or impressions.
- **Personality** : Personality is the sum total of ways in which an individual reacts and interacts with others. Hereditary factors, environmental factors and situational factors determine personality.
- **Values** : Values are the basic convictions that a "specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence."
- **Attitudes** : Attitudes are evaluative statements - either favourable or unfavourable-concerning objects, people or events.
- **Job satisfaction** : Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work
- **Motivation** : Motivation is the process that account for an individual's intensity, direction and "persistence of effort towards attaining a goal"
- **Learning** : Learning is relatively permanent change in behaviour that occurs as a result of experience.

2. Group Behaviour

An integrated and comprehensive behaviour of people in a group is referred to as group behaviour. Group behaviour is studied through group dynamics, teams, communication, power and politics, leadership and decision-making.

- **Group Dynamics**: Groups are formed with a specific purpose. They exist for some time until the purpose is achieved and then disband or adjourn. Groups are both formal and informal. Other types of groups include: command groups, task groups, interest groups and friendship groups. Groups behave and function based on its norms.

- **Teamwork:** Teamwork is a group whose individual efforts result in a performance that is greater than the sum of the individual inputs. Different types of teams include: problem solving teams, self-managed work teams, cross-functional teams and virtual teams.
- **Power and Politics:** Power refers to the ability of the people to acquire resources and award them to various people in organizations.
- **Communication:** Communication is transferring of information and understanding the meaning of it. Communication may be formal or informal, downward, upward, horizontal and cross-wise.
- **Leadership:** Leadership is the ability to influence a group towards the achievement of goals. Leadership styles include autocratic style, benevolent autocratic style, participative style and democratic style.
- **Decision-making:** Decision making is developing alternative solutions to a problem and selecting the best solution from among the alternative solutions.

3. Organization Factors

Organizational structure is dividing, grouping and coordinating the job tasks. Job tasks may be structured based on departments, functions, geographical areas, products or services.

- **Organization Theory:** Organization theory refers to various models of structuring the work activities and jobs in order to build relationships among people, jobs, goals etc.
- **Organizational Design:**
Organizational design is formulating the philosophy for coordinating the job tasks. One philosophy is narrow

bandwidth which results in narrow and specialized jobs. Narrow bandwidth leads to all organizations. Another philosophy is wider bandwidth which leads to flat structures.

- **Organizational Culture:**

Organizational culture is a "pattern of basic assumption-invented, discovered or deployed by a given group as it learns to cope with its problems of external adaptation and internal integration-that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."

- **Organizational Effectiveness:**

Organizational effectiveness refers to selecting the right objectives and goals depending up on the environment and social goals of the country in which the company is operating.

4. Organizational Behaviour

Organizational behaviour is studying the behaviour of individuals and groups. OB studies the behaviour systematically, how people behave under a variety of situations and conditions. It also studies why people behave as they do. Thus, it identifies the reasons for the behaviour.

OB predicts the future behaviour of employees. Managers based on the past behaviour of the employees, employee traits, values and future situations predict the future behaviour of employees.

If the predicted behaviour is not in accordance with the requirements of organizational strategies, managers mould the employee behaviour towards organizational requirements by changing the reward system, organization structure, leadership styles, group norms etc. Thus, managers manage behaviour.

1.3.4 Challenges and opportunities of Organizational Behaviour

Q32. Explain various challenges and opportunities of Organizational Behaviour.

Ans :

1. Improving People's Skills

Technological changes, structural changes, environmental changes are accelerated at a faster rate in the business field.

Unless employees and executives are equipped to possess the required skills to adapt to those changes, the targeted goals cannot be achieved in time.

These two different categories of skills – managerial skills and technical skills.

Some of the managerial skills include listening skills, motivating skills, planning and organizing skills, leading skills, problem-solving skill, decision-making skills.

These skills can be enhanced by organizing a series of training and development programs, career development programs, induction, and socialization.

2. Improving Quality and Productivity

Quality is the extent to which the customers or users believe the product or service surpasses their needs and expectations.

For example, a customer who purchases an automobile has a certain expectation, one of which is that the automobile engine will start when it is turned on.

If the engine fails to start, the customer's expectations will not have been met and the customer will perceive the quality of the car as poor. The key dimensions of quality as follows.

a) Performance

Primary rating characteristics of a product such as signal coverage, audio quality, display quality, etc.

b) Features

Secondary characteristics, added features, such as calculators, and alarm clock features in handphone

c) Conformance

Meeting specifications or industry standards, workmanship of the degree to which a product's design or operating characteristics match pre-established standards

d) Reliability

The probability of a product's failing within the specified period of time

e) Durability

It is a measure of a product's life having both economic and technical dimension

f) Services

Resolution of problem and complaints, ease of repair

h) Response

Human to human interfaces, such as the courtesy of the dealer « Aesthetics: Sensory characteristics such exterior finish

i) Reputations

Past performance and other intangibles, such as being ranked first.

More and more managers are confronting to meet the challenges to fulfill the specific requirements of customers.

In order to improve quality and productivity, they are implementing programs like total quality management and reengineering programs that require extensive employee involvement.

3. Total Quality Management (TQM)

Total Quality Management (TQM) is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational process.

The components of TQM are;

- (a) An intense focus on the customer,
- (b) Concern for continuous improvement,
- (c) Improvement in the quality of every thing the organization does,
- (d) Accurate measurement and,
- (e) Empowerment of employees.

4. Managing Workforce Diversity

This refers to employing different categories of employees who are heterogeneous in terms of gender, race, ethnicity, relation, community, physically disadvantaged, elderly people, etc.

The primary reason to employ heterogeneous category of employees is to tap the talents and potentialities, harnessing the innovativeness, obtaining synergetic effect among the diverse workforce.

In general, employees wanted to retain their individual and cultural identity, values and lifestyles even though they are working in the same organization with common rules and regulations.

The major challenge for organizations is to become more accommodating to diverse groups of people by addressing their different lifestyles, family needs, and work styles.

5. Responding to Globalization

Today's business is mostly market-driven; wherever the demands exist irrespective of distance, locations, climatic conditions, the business operations are expanded to gain their market share and to remain in the top rank, etc. Business operations are no longer restricted to a particular locality or region.

Company's products or services are spreading across the nations using mass communication, the internet, faster transportation, etc.

More than 95% of Nokia (Now Microsoft) handphones are being sold outside of their home country Finland.

Japanese cars are being sold in different parts of the globe. Sri Lankan tea is exported to many cities around the globe.

Garment products of Bangladesh are exporting in USA and EU countries. Executives of Multinational Corporation are very mobile and move from one subsidiary to another more frequently.

6. Empowering People

The main issue is delegating more power and responsibility to the lower level cadre of employees and assigning more freedom to make choices about their schedules, operations, procedures and the method of solving their work-related problems.

Encouraging the employees to participate in the work-related decision will sizably enhance their commitment to work.

Empowerment is defined as putting employees in charge of what they do by eliciting some sort of ownership in them.

Managers are doing considerably further by allowing employees full control of their work.

Movement implies constant change an increasing number of organizations are using self-managed teams, where workers operate largely without a boss.

Due to the implementation of empowerment concepts across all the levels, the relationship between managers and the employees is reshaped.

Managers will act as coaches, advisors, sponsors, facilitators and help their subordinates to do their task with minimal guidance.

7. Coping with Temporariness

In recent times, the product life cycles are slimming, the methods of operations are improving, and fashions are changing very fast. In those days, the managers needed to introduce major change programs once or twice a decade.

Today, change is an ongoing activity for most managers.

The concept of continuous improvement implies constant change.

In Recent years, there used to be a long period of stability and occasionally interrupted by a short period of change, but at present, the change process is an ongoing activity due to competitiveness in developing new products and services with better features.

Everyone in the organization faces today is one of permanent temporariness. The actual jobs that workers perform are in a permanent state of flux.

So, workers need to continually update their knowledge and skills to perform new job requirements.

8. Stimulating Innovation and Change

Today's successful organizations must foster innovation and be proficient in the art of change; otherwise, they will become candidates for extinction in due course of time and vanished from their field of business.

Victory will go to those organizations that maintain flexibility, continually improve their quality, and beat the competition to the market place with a constant stream of innovative products and services.

For example, Compaq succeeded by creating more powerful personal computers for the same or less money than EBNM or Apple, and by putting their products to market quicker than the bigger competitors.

Amazon.com's Kindle, Audible, and bookstore services putting a lot of independent bookstores and publishers out of business as it proves you can successfully sell books from an Internet website.

9. Emergence of E-Organization & E-Commerce

It refers to the business operations involving the electronic mode of transactions. It encompasses presenting products on websites and filling the order.

The vast majority of articles and media attention given to using the Internet in business are directed at online shopping.

In this process, the marketing and selling of goods and services are being carried out over the Internet.

In e-commerce, the following activities are being taken place quite often the tremendous numbers of people who are shopping on the Internet, business houses are setting up websites where they can sell goods, conducting the following transactions such as getting paid and fulfilling orders.

It is a dramatic change in the way a company relates to its customers. At present e-commerce is exploding. Globally, e-commerce spending was increasing at a tremendous rate.

10. Improving Ethical Behavior

The complexity in business operations is forcing the workforce to face ethical dilemmas, where they are required to define right and wrong conduct in order to complete their assigned activities.

For example,

- Should the employees of a chemical company blow the whistle if they uncover the discharging its untreated effluents into the river are polluting its water resources?
- Do managers give an inflated performance evaluation to an employee they like, knowing that such an evaluation could save that employee's job?

The ground rules governing the constituents of good ethical behavior has not been clearly defined, Differentiating right things from wrong behavior has become more blurred.

Following unethical practices have become a common practice such as successful executives who use insider information for personal financial gain, employees in competitor business participating in massive cover-ups of defective products, etc.

11. Improving Customer Service

OB can contribute to improving organizational performance by showing dra it how employees' attitude and behavior are associated with customer satisfaction.

In that case, service should be the first production-oriented by using technological opportunities like a computer, the internet, etc.

To improve the customer service need to provide sales service and also the after-sales service.

1.3.5 Career Development for OB

Q33. Explain briefly about Career Development for OB.

Ans :

Globalization, changes in technology, the Internet revolution and other changes in the external environment have had a major impact on the way organizations function. As a result, the field of organizational behaviour has also undergone significant changes. According to Fred Luthans, the following changes will affect the field of organizational behaviour.

1. Reduction in the number of middle management personnel

Downsizing will reduce the number of middle level managers in the future. They will have additional responsibilities and consequently, their roles in their organizations will be expanded significantly.

2. Increasing use of computers and Information Technology in organizations

Computers would be used extensively in the various functional areas of organizations. Information technology and the Internet would bring many changes in organizational structure and the way in which organization function.

3. Entry of women and minorities in the workforce

Women and members of various minority groups would enter the corporate world, increasing the diversity of the workforce.

4. Co-operation between management and unions

Factors such as globalization and increasing competition will necessitate cooperation between the management and unions so that organizations can perform effectively. Achieving such cooperation will not be easy and will require a lot of effort on the part of both management and unions.

5. Innovative work approaches for special needs of employees

Various innovative approaches like flex time, job-sharing, and leave encashment will be used by organizations to help employees meet their personal and professional commitments. Organizations will try to improve the quality of work life to provide employees with a more congenial and stimulating work environment.

According to management experts Steven L. McShane and Mary Ann Von Glinow, the important trends which would emerge in organizational behavior are:

- Change in the composition of the workforce
- Spread of globalization
- Changes in the workplace values and ethics
- Increased usage of Information Technology in the organizations
- Changes in the employee-employer relationship.

1.3.6 Contributing Disciplines to the OB

Q34. Explain contributing discipline of OB.

(OR)

"Organizational Behaviour is an interdisciplinary subject" - Explain.

(OR)

Explain the Contributing Disciplines to the field of Organization Behaviour

(OR)

What are the Contributing disciplines to OB.

Ans : (Jan.-20, Jan.-18, Dec.-15, Dec.-13, Imp.)

Many disciplines have contributed to the study of human relations and OB. The most significant contributors are psychology (social and industrial), sociology, anthropology, economics and political science. The contribution of psychology has been mainly at the micro level of analysis, that is, it has helped in a better comprehension of individual behavior.

The contribution of other disciplines, namely sociology, social psychology, anthropology, economics and political science, has increased an understanding of macro concepts such as group processes and organizational development. These academic disciplines give valuable insights into decision-making, communication, leadership, innovation, and resolving organizational conflict as well as problems related to individual and organizational change. An overview of major contributions to the study of OB has been graphically represented in Figure below. The various disciplines that have contributed to OB are discussed below.

1. Psychology

Psychology is a social science that helps explain, measure and remodel human behavior. Psychologists are involved mainly in the study of individual behavior. Several social scientists from diverse areas of psychology such as learning theorists, personality theorists, counseling psychologists, and industrial and organizational psychologists have made notable contributions to the study of individual behavior, motivation, individual perceptions, learning, training, and the role of personality.

2. Social Psychology

Social psychology is a blend of psychology and sociology that focuses on the influence of people on one another. This field has provided many useful insights in attitude change, communication patterns, group processes and group decision-making. Social psychologists have contributed greatly to the study of the implementation of change in organizations and the way in which barriers to change implementation can be reduced.

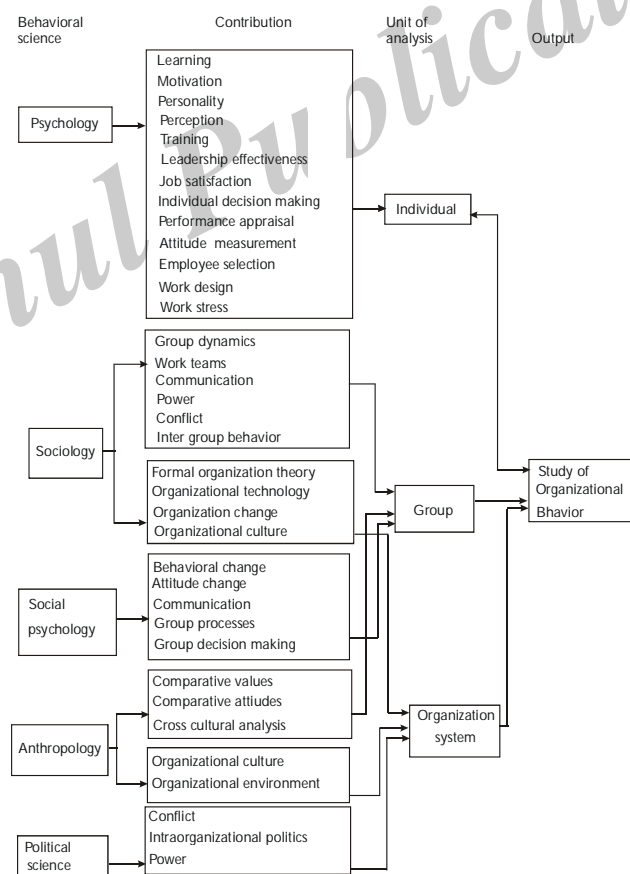


Fig.: OB Discipline

3. Industrial Psychology

Industrial psychology applies the principles and theories of psychology to the industrial contexts processes of selection and placement, the influence of physical environment on human performance, accident and safety, morale, and mental health.

4. Sociology

Sociology is the scientific study of the nature and development of society and social behavior. The major contribution of sociologists to OB has been their analysis of group behavior in formal and complex organizations at the group and organization level. Their analysis has helped in better understanding of group dynamics, work teams, norms, roles, status, formal organization theory and structure, organizational technology, organizational culture, communication, socialization, power, conflict and intergroup behavior.

5. Anthropology

Anthropology involves the study of mankind, especially of its origin, development customs and beliefs. The work of anthropologists has provided insights into the basic differences in values, attitudes and behavior of people from different countries and in different organizations. Cultural anthropology has widely contributed to OB in the following areas: Impact of cultural factors on OB, value systems, concepts of interaction, comparative norms, values and attitudes, organizational culture and environment, and cross-cultural analysis.

6. Economics

Economics is a science of production, distribution and consumption of goods and services. Economics provides insights into the aspects of decision and choice, factors that need to be considered while choosing the most suitable option, policies that affect the

economic growth of a firm and allocating limited resources to competing alternatives.

7. Political Science

Political science involves the study of individual and group behavior within a particular political environment. It has made significant contribution in the areas of structuring of conflict, allocation of power, politics within the organization and the overall administrative process.

The above stated disciplines have contributed immensely in developing a general theory of human behavior at work. These disciplines tend to study very specific and narrow aspects of human behavior, resulting in fragmentation of knowledge. Behavioral science must attempt to integrate the concepts and principles from these disciplines to make a comprehensive study of human behavior.

1.3.7 Concept of Positive Organizational Behaviour

Q35. What do you understand by positive organizational behaviour (POB)?

Ans :

Positive Organizational Behavior (POB) is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace"

For a positive psychological capacity to qualify for inclusion in POB, it must be positive and must have extensive theory and research foundations and valid measures. In addition, it must be state like, which would make it open to development and manageable for performance improvement. Finally, positive states that meet the POB definitional criteria are primarily researched, measured, developed, and managed at the individual, micro level.

The state-like criterion distinguishes POB from other positive approaches that focus on positive traits, whereas its emphasis on micro, individual-level constructs separates it from positive perspectives that address positive organizations and their related macro-level variables and measures. Meeting the inclusion criteria for POB are the state-like psychological resource capacities of self-efficacy, hope, optimism, and resiliency and, when combined, the underlying higher-order, core construct of Positive psychological capital or Psy Cap..

1. Hope

Hope is defined by Snyder as a positive motivational state that is based on a derived sense of successful agency, and pathways planned to meet goals. Being hopeful is believing that you can set goals, figure out a way to achieve them, and in the process motivating yourself to accomplish them. At the same time, studies done on hope has revealed direct work impact. Organizations with higher hopeful employees have reported increased retention rates as well as higher employee satisfaction and commitment. Snyder's research also revealed a person who is hopeful tend to be more certain of goals and are challenged by them

2. Optimism

Optimism goes more than just the power of positive thinking. In the POB construct, being optimistic also refers to attributing causes of failures to something external, rather than something internal. Optimists in a workplace could have a positive force in the organization. They would be more motivated to work harder, have higher level of aspiration as they carry a more positive approach to what they do. They too are able to persevere in times of failures and setbacks, and attributes personal failures as temporary and not as personal inadequacies. Most importantly for POB, optimism has been shown that is significantly linked with desirable leaders and employee characteristics such as perseverance, achievement and health. For example, American Express believes in using optimism in their development and training of the employees

1.4 ORGANIZATIONAL EFFECTIVENESS

Q36. What is organizational effectiveness? Explain the steps involved in organization effectiveness.

Ans :

Meaning

Organization effectiveness is the efficiency of an organization, group, or company can meet its goals. Since Six Sigma is a methodology that focuses on improving Organizational effectiveness is defined as an extent to which an organization achieves its predetermined objectives with the given amount of resources and means without placing undue strain on its members.

Sometimes efficiency and effectiveness are used as synonyms. However, there exists a difference between the two concepts. Therefore, it is important to explain the difference between the concepts of effectiveness and efficiency to understand why organizations may be effective but not efficient, or efficient but not effective. Effectiveness is a broad concept and takes into account a collection of factors both inside and outside an organization. It is commonly referred to as the degree to which predetermined goals are achieved. On the other hand, efficiency is a limited concept that pertains to the internal working of an organization. It refers to an amount of resources used to produce a particular unit of output. It is generally measured as the ratio of inputs to outputs. Further, effectiveness concentrates more on human side of organizational values and activities whereas efficiency concentrates on the technological side of an organization.

The overall efficiency of a business process, it's easy to see how the two terms are related.

Process

The Six Steps of Organization Effectiveness:

1. Leadership

The first step in organization effectiveness is 'Leadership'. In this step, management and project leaders set forth the overall vision of

the organization. What goals they hope to accomplish with this project, how to carry them out, and what results they must strive for are in Leadership.

2. Communication

Of course, Leadership is only as effective as the group's overall communication. In the second step, Communication focuses on evenly spreading the goals, guidelines, and aspirations that derive in Leadership. Furthermore, project managers must focus on strategic communication, relation information in the forms that other project members need to complete their tasks.

3. Accountability

In the third step, Accountability, project managers and leaders must uphold other employees to their tasks and responsibilities. Typically, project team members receive awards or consequences, based on their performance. As a result, Accountability greatly determines how smoothly and effectively a project performs.

4. Delivery

Your products and services are only successful if customers can receive them. At the next step, Delivery focuses on ensuring an effective delivery system is in place. When your organization has long, complex delivery process, errors will occur and efficiency is at risk. With smaller, more concise processes, your end products can be delivered on time to the right people.

5. Performance

As a project manager, you must hire the right people for the correct jobs. Of course, not everyone fits in the same position. At the 'Performance' step, the goal is to hire, train, and retain the perfect applicants for the processes and tasks you have.

6. Measurement

A business process is only effective if you can measure it. At the final stage of organizational effectiveness, you must measure and analyze your project, process, or other systems.

Likewise, you must measure your organization with the correct metrics. Failing to do so will result in accurate or non-usable data.

1.4.1 Approaches of organizational effectiveness

Q37. Explain various approaches of organizational effectiveness?

Ans :

1. Goal Approach

Goal attainment is the most widely used criterion of organizational effectiveness. In goal approach, effectiveness refers to maximization of profits by providing an efficient service that leads to high productivity and good employee morale. Several variables such as quality, productivity, efficiency, profit, turnover, accidents, morale, motivation and satisfaction, which help in measuring organizational effectiveness. However, none of the single variable has proved to be entirely satisfactory.

The main limitation of this approach is the problem of identifying the real goals rather than the ideal goals.

2. Functional Approach

This approach solves the problem of identification of organizational goals. Parson states that since it has been assumed that an organization is identified in terms of its goal, focus towards attainment of these goals should also aim at serving the society. Thus, the vital question in determining effectiveness is how well an organization is doing for the super-ordinate system.

The limitation of this approach is that when organizations have autonomy to follow its independent courses of action, it is difficult to accept that ultimate goal of organization will be to serve society. As such, it cannot be applied for measuring organizational effectiveness in terms of its contributions to social system.

Both the goal and functional approach do not give adequate consideration to the conceptual problem of the relations between the organization and its environment.

3. System Resource Approach

System-resource approach of organizational effectiveness emphasizes on inter-dependency of processes that relate the organization to its environment. The interdependence takes the form of input-output transactions and includes scarce and valued resources such as physical, economic and human for which every organization competes.

The limitation of this model is that an acquisition of resources from environment is again related to the goal of an organization. Therefore, this model is not different from the goal model.

Thus, discussion of organizational effectiveness leads to the conclusion that there is no single indicator of effectiveness. Instead, the approach should focus on operative goals that would serve as a basis for assessment of effectiveness.

Managerial effectiveness is a causal variable in organizational effectiveness. It has been defined in terms of organizational goal-achieving behavior, i.e., the manager's own behavior contributes to achievement of organizational goals.

1.4.2 Factors affecting organizational effectiveness

Q38. Explain the factors affecting organizational effectiveness.

Ans :

(Imp.)

Likert has classified the factors affecting organizational effectiveness into following three variables:

1. Causal Variables

Causal variables are those independent variables that determine the course of developments within an organization and the objectives achieved by an organization. These causal variables include only those independent variables, which can be altered by organization and its management. Causal variables include organization and management's policies, decisions, business and leadership strategies, skills and behavior.

2. Intervening Variables

Intervening variables according to Likert are those variables that reflect the internal state and health of an organization. For example, loyalties, attitudes, motivations, performance goals and perceptions of all the members and their collective capacity for effective interaction, communication and decision-making.

3. End-Result Variables

End-Result variables are the dependent variables that reflect achievements of an organization such as its productivity, costs, loss and earnings.

Q39. Explain briefly about organization effectiveness model.

Ans :

The organizational effectiveness model can be presented in a more complex way i.e. at three different levels such as the individual, group and organizational levels in order to make the organization more effective. The effective organization is built of effective individuals who work collectively in groups.

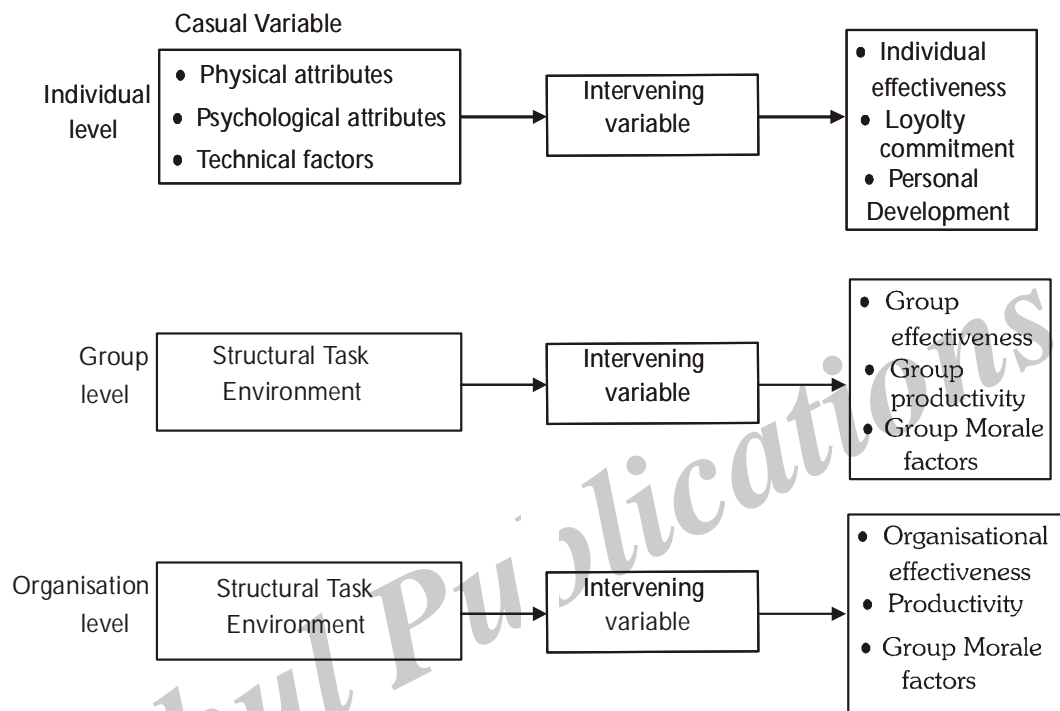


Fig.: Organization Effectiveness Model

The extent to which individual and organizational goals are integrated, affects the degree of organizational effectiveness, i.e., each individual tries to satisfy his goal by working in an organization and simultaneously satisfying organizational goals. He may see his goal satisfaction in satisfying organizational goals. If there is no perfect integration of individual and organizational goals then organizational effectiveness is affected adversely. However, organizational effectiveness is not a result of integration between individual and organizational goals only but there are other causal variables affecting it.

Short Question & Answers

1. Significance of Organization

Ans :

1. It Facilitated Administration and management

Organization is an important and the only tool to achieve enterprise goals set by administration and explained by management. A sound organization increases efficiency, avoids delay and duplication of work, increases managerial efficiency, increases promptness, motivates employees to perform their responsibility.

2. It Help in the Growth of Enterprise

Good organization is helpful to the growth, expansion and diversifications of the enterprise.

3. It Ensures Optimum Use of Human Resources

Good organization establishes persons with different interests, skills, knowledge and viewpoints.

4. It Stimulates Creativity

A sound and well-conceived organization structure is the source of creative thinking and initiation of new ideas.

5. A Tool of Achieving Objectives

Organization is a vital tool in the hands of the management for achieving set objectives of the business enterprise.

6. Prevents Corruption

Usually corruption exists in those enterprises which lack sound organization. Sound organization prevents corruption by raising the morale of employees. They are motivated to work with greater efficiency, honesty and devotion.

7. Co-ordination in the Enterprises

Different jobs and positions are welded together by structural relationship of the

organization. The organizational process exerts its due and balanced emphasis on the co-ordination of various activities.

2. Principles of Scientific Management.

Ans :

1. Principle of Use of Science for the Rule of Thumb

According to this principle, all the activities being performed in an organization should be analysed in detail with the aim of developing a technique of accomplishing the maximum possible work in an efficient manner and at the minimum possible cost. This principle says that we should not get stuck in a set and continue with the old techniques of doing work, rather we should be constantly experimenting to develop new techniques which make the work much simpler.

2. Principle of Scientific Selection and Training of Workers

According to this principle, the selection and training of workers should be done in a scientific manner. Of the various activities being performed in an organization, selection of workers is the most important because even one wrong appointment can spoil the whole atmosphere in the organization. Scientific appointment means appointing only those people to do a particular work who possess the necessary capabilities to do it. However, only scientific selection of workers is not adequate in itself, the workers should also be imparted the necessary training from time to time. Proper training of the workers increases their efficiency and hence benefits both the workers as well as the organization.

3. Principle of Cooperation between Labour and Management

As per this principle, such an atmosphere should be created in the organization that labour (the major factor of production) and management consider each other indis-

pensable. Labour should understand that it cannot proceed in its work without the existence of Management, and Management should understand that it has no identity without the existence of Labour. If such an atmosphere prevails in an organization, then both the parties would aim for the achievement of the same goal (i.e., the maximum and good quality production) and hence both of them will be successful in achieving the goals. Taylor has referred to such a situation as a 'Mental Revolution'. Taylor firmly believed that the occurrence of a mental revolution would end all the conflicts between the two parties and would be beneficial to both of them.

4. Principle of Maximum Output

As per this principle, both the labour as well as management should make full efforts to produce the maximum output. They should spare no efforts for the maximum utilization of the factors of production available in the organization. This will have a direct impact on the profits of the organization, and the organization will earn the maximum possible profits. Higher profits will result in higher wages for the workers and thus make them more dedicated towards the organization.

3. Salient features of F.W. Taylor's scientific management.

Ans :

1. Separation of Planning and Doing

Taylor emphasized the separation of planning aspect from actual doing of the work. He said that planning should be left to the supervisor and the worker should emphasize only on operational work.

2. Functional Foremanship

Taylor evolved the concept of functional foremanship based on specialization of functions, which could take planning work adequately besides keeping supervision on workers. In this system eight persons are

involved to direct the activities of workers. Out of these, four persons are concerned with planning,

- (i) Route clerk
- (ii) Instruction card clerk
- (iii) Time and cost clerk
- (iv) Disciplinarian.

The remaining four persons are concerned with doing aspect of the work,

- (i) Speed boss
- (ii) Inspector
- (iii) Maintenance foreman
- (iv) Gang boss.

All of them give directions to workers on different aspects of work.

3. Job Analysis

Job analysis is undertaken to find out the one best way of doing the things. The best way of doing a job is one which requires the least movements, consequently less time and cost.

4. Standardization

Standardization should be maintained with respect of instruments and tools, period of work, amount of work, working conditions, cost of production etc.

5. Scientific Selection and training of Workers

Taylor has suggested that workers should be selected on scientific basis taking into account their education, work experience, aptitude physical strength etc., apart from selection, proper emphasis should be given on the training of workers which makes them more efficient and effective.

6. Financial Incentives

According to Taylor, wages should be based on individual performance and not on the position which a person holds.

4. Differences between F.W.Taylor's scientific management theory and Henry Fayol's administrative theory.

Ans :

Differences Between F.W. Taylor's Theory and Fayol's Theory

S.No.	F.W. Taylor's Theory (Scientific Management Theory)	S.No.	Henry Fayol's Theory (Administrative Theory)
1.	Scientific management theory was proposed by F.W. Taylor.	1.	Administrative theory was proposed by Henry Fayol.
2.	Scientific theory focuses on solving shop floor problems. level problems.	2.	Administrative theory focuses on solving top level or executive
3.	Taylor in his scientific theory emphasized more on technical aspects of work like-job design, correct placement of people, standardization of procedures and so on	3.	Fayol in his administrative theory emphasized more on the administrative aspect of work.
4.	F.W Taylor was a 'scientist'	4.	Henry Fayol was a 'practitioner'.
5.	In Taylor's theory, the focus is on improving the productivity level via work simplification, time and motion studies.	5.	In Fayol's theory, the focus is on improving the whole process of administration by following some of the principles.
6.	The principles of management proposed by Taylor forms the basis for performing the activities at the shop floor.	6.	Fayol's activities, management functions and the principles of management are the major contributions of Henry Fayol.

5. Features of neoclassical theory

Ans :

1. The organization is a social system composed of several interacting parts.
2. The behavior of an individual is dominated by the informal group of which he is a member.
3. The social environment on the job affects the workers and is also affected by them.
4. The informal organization also exists within the framework of formal organization and is affected by the formal organization.
5. Monetary incentives are not the only sole motivators for an individual. Non-monetary incentives also play a vital role in motivating employees.
6. In an organization it is ultimately cooperative attitude and not the mere command which yields result.
7. There is generally a conflict between organizational and individual goals. For smooth functioning of organization it is necessary to integrate individual goals with the organizational goals and vice versa.

6. Factors Affecting Human Relations Approach .

Ans :

Factors affecting Human Relations :

Human relations in an organization are determined by the individual, work group, leader and work environment.

1. Individual

Behavior of an individual is affected by his feelings, sentiments, values and attitudes. Motivation of an individual should give due consideration to their economic, social and psychological needs. Thus, motivation is a complex process.

2. Work-Group

The work group is the centre of locus of human relations approach. It helps in determining the attitudes and performance of individual workers. The Hawthorne studies have shown that informal groups have a major influence over the behavioural pattern of workers.

3. Work Environment

It has been recommended by several human relationist that a positive work environment results in achievement of not only organizational goals but also leads to employee satisfaction.

4. Leader

Leadership plays a major role in an organization. A leader must ensure full and effective utilization of all organizational resources to achieve organizational goals. He must be patient, strong, empathetic and should be able to adapt to various personalities and situations. As per Hawthorne studies, a leader can contribute substantially in increasing productivity by providing a free, happy and pleasant work environment where bossism is totally absent and where all members are allowed to contribute towards decision making.

7. Differences between classical approach and Neo- classical Approach

Ans :

Points of Distinction	Classical Approach	Neo classical Approach
Focus	Functions and economic demand of workers	Emotions and human qualities of workers.
Structure	Impersonal and mechanistic	Social System
Application	Autocratic management and strict rules	Democratic process
Emphasis	Discipline and rationality	Personal security and social demand
Work goal of workers	Maximum remuneration and reward	Attainment of organizational goals
Concept about men	Economic being	Social being
Relation	Formal	Informal
Nature	Mechanistic	Organistic
Content	Scientific management, administrative management and bureaucratic management	Hawthorne experiments, human relation movement and organizational behavior.

8. Contingency Approach.

Ans :

Contingency/Situational approach asserts that there is no prescribed managerial action or organizational design that is appropriate for all situations. The design and managerial actions depends on the situations. This approach is based on the systems view of organization. It is action-oriented and directed towards the application and implementation of the systems concepts. This theory is a comprehensive organization theory dealing with a variety of organizational and environmental variables. It is a long-range theory and can be applied to the study of various sub units of an organization.

It is concerned with the relationship between relevant environmental variables and appropriate management concepts and techniques that lead to effective goal attainment.

Contingency approach is an important addition to the paradigm of modern organization theory. It is a sophisticated approach to understand the increasingly complex organizations.

Features of Contingency Approach

Some of the features of contingency approach are,

1. Management action is contingent on certain action outside the system or subsystem as the case may be.
2. Organization action should be based on the behaviour of action outside the system so that organization should be integrated with the environment.
3. Because of the specific organization environment relationship, no action can be universal. It varies from situation to situation.

9. Implications of Contingency Approach.

Ans :

Some of the implications of contingency approach are,

1. It is the sophisticated approach to understand the increasing complexity of organizations.
2. The approach is directed towards suggesting organizational designs and managerial actions most appropriate to specific situations.
3. Management is entirely situational and there is nothing like universal principles of management. What the managers do depends on the circumstances and environment.
4. This approach suggests suitable alternatives for those managerial actions which are generally contingent upon external and internal environment such as organizational design, strategy formulation, decision systems, etc.

10. What is organizational Behavior?

Ans :

- (i) **According to Stephen P. Robbins**
"Organizational behavior is a field of study that investigates the impact that individuals, groups and structure have on behavior with in the organization for the purpose of applying such knowledge toward improving an organizations effectiveness".
- (ii) **According to Fred luthans** "organizational behavior is directly concerned with the understanding, prediction and control of human behavior is organization".
- (iii) **According to Callahan**, "Organizational behaviour is to understand, predicting and controlling human behaviour at work".
- (iv) **According to Aldag and Brief**, "Organizational behaviour is a branch of social sciences that seeks to build theories that can be applied to predicting, understanding, and controlling behaviour in work organizations",

In short, organizational behavior revolves around two fundamental concepts

1. The nature of man
2. The nature of organization. Organizational Behaviour is the study of both group and individual performance and activity within an organization.

This helps to examine human behavior is a work environment and determines its impact on job structure, performance, communication, motivation and leadership.

11. Scope of organizational behaviour.

Ans :

1. An inter disciplinary approach

OB is an inter disciplinary approach because it tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology, and anthropology to make them applicable and to study OB.

2. An Integral part of Management

OB represents behavioural approach to management. Since human beings are the most important asset of any organization, therefore OB has assumed the status of a distinct field of study. Thus OB brings creative thinking among managers to solve human problems in organizations.

3. A Humanistic approach

OB is a human tool for human benefit. It helps in understanding and predicting the behaviour of individuals. It is based on the belief that human beings have a desire to be independent, creative, and productive.

4. Science and Art

OB is both a science and an art. The systematic knowledge about human behaviour is a science. But it is not an exact science as it cannot provide specific answers to all organizational problems. Pure science concentrates on fundamental research, whereas OB concentrates on applied research. The application of behavioural knowledge and skills is an art. It is difficult to predict the behaviour of people working in the organization; therefore, it is difficult to apply predictive models in all the situations. OB is also considered as a normative science because the findings of applied science are applied to socially accepted organizational goals.

5. A purposeful approach

OB is a goal-oriented field of study which aims at how to understand, explain and predict human behaviour in the organizational scenario so that these generalizations can be used to anticipate the effects of certain actions on human behaviour.

12. Fundamental Concepts of OB.

Ans. :

1. Individual Behaviour

Behaviour of an individual employee is influenced by several factors like the individual's mental make-up, family background, educational background, social and cultural background, geographical region, personality traits, values, attitudes, opinions etc. Individual behaviour is studied through.

2. Group Behaviour

An integrated and comprehensive behaviour of people in a group is referred to as group behaviour. Group behaviour is studied through group dynamics, teams, communication, power and politics, leadership and decision making.

3. Organization Factors

Organizational structure is dividing, grouping and coordinating the job tasks. Job tasks may be structured based on departments, functions, geographical areas, products or services.

4. Organizational Behaviour

Organizational behaviour is studying the behaviour of individuals and groups. OB studies the behaviour systematically, how people behave under a variety of situations and conditions. It also studies why people behave as they do. Thus, it identifies the reasons for the behaviour.

13. Systems Approach.*Ans :*

The systems theorists focus on viewing the organization as a whole and as the interrelationship of its parts. In the 1950s, management theorists attempted to integrate the classical, behavioral, and management science theories into a holistic view of the management process. Systems theorists began by assuming that an organization is a system that transforms inputs (resources) into outputs (products and/or services).

According to Russell Ackoff, the commonly used classical approach to problem solving is a reductionist process. Managers tend to break an organization into its basic parts (departments), understand the behavior and properties of the parts, and add the understanding of the parts together to understand the whole. They focus on making independent departments operate as efficiently as possible.

According to systems theorists, the reductionist approach cannot yield an understanding of the organization, only knowledge of how it works. Because the parts of a system are interdependent, even if each part is independently made to perform as efficiently as possible, the organization as a whole may not perform as effectively as possible. For example, all-star athletic teams are made up of exceptional players. But because such players have not played together as a team before, the all-star team may not be able to beat an average team in the league.

14. Economic Model of Man.*Ans :*

From the organizational perspective, managers had, for a long time, viewed their employees as rational beings who are primarily motivated by money. They took the 'ECONOMIC MAN' and 'RATIONAL MAN' approach to understand and predict the human behavior. This model is based on classical organization theory.

The Scientific Management Movement was based on the belief that by rationally explaining the one best way to do things and offering incentives to workers in the form of piece rates and bonuses, organizational output can be increased. Psychologists have also studied this model for predicting human behavior.

15. Classical Approaches.*Ans :*

The classical approach to management started around the year 1900. The principles developed under this approach are accepted even today. Under this approach it is felt that man is an inactive source of production and it is important to control him (or this source). It also believes that the employee is motivated by the economic incentives. This approach has three branches:

- (i) Scientific Management
- (ii) Administrative Management
- (iii) Bureaucratic Management.

They are also called the pillars of the classical approach.

Choose the Correct Answers

1. Which of the following prefers to a person's feeling and satisfaction of Job. [c]
(a) Job description (b) Job design
(c) Job satisfaction (d) None of the above
2. OB Refers to. [b]
(a) Organization Building (b) Organization Behaviour
(c) Organization Base (d) None of the above
3. The father of scientific management was. [a]
(a) Frederick Taylor (b) Henri Fayol
(c) Elton Mayo (d) Chester Barnard
4. Hawthorne studies experiment is done by. [c]
(a) Frederick Taylor (b) Henri Fayol
(c) Elton Mayo (d) Chester Barnard
5. 14-Management principles was proposed by. [b]
(a) Frederic Taylor (b) Henri Fayol
(c) Elton Mayo (d) Chester Barnard
6. _____ is orderly arrangement of group efforts. [a]
(a) Co-ordination (b) Co- relation
(c) Understanding (d) All the above
7. _____ should be maintained in respect of instrument and tool period of work. [b]
(a) Economy (b) Standardization
(c) Intensity (d) Non of the above
8. _____ is concerned functioning of the organization. [b]
(a) Unity of command (b) Unity of direction
(c) Unity in diversity (d) All the above
9. Centralization referred by. [a]
(a) Fayol (b) Taylor
(c) Elton Mayo (d) None
10. _____ is Most important aspect of Managerial function. [a]
(a) Leadership (b) Communication
(c) Supervision (d) None

Fill in the blanks

1. _____ is the structure or mechanism that enables living things to work together.
2. _____ organisation is usually delineated by an organisational chart and Job description.
3. _____ organisation is set of evolving relationship and pattern of human interaction with is an organisation which are not officially presented.
4. _____ diversity addresses differences among people within given countries.
5. _____ represent relevant concept and theories that can help a manager to predict and explain the behaviour of people at work.
6. _____ refers to selecting the right objectives and goals depending up on the environmental and social goals.
7. _____ is the study of the way people interact within group.
8. _____ involves selecting missions and objectives and the acting to achieve them.
9. _____ predict the future behaviour of Employees.
10. _____ is formulating the philosophy of coordinating the job tasks.

ANSWERS

1. Organisation
2. Formal
3. Informal
4. Workforce
5. Organisational behaviour
6. Organisational effectiveness
7. Organisational behaviour
8. Planning
9. Organisational Behaviour (OB)
10. Organisational Design

UNIT II

Understanding Individual And Group Behaviour : Individual Behaviour:

Personality Determinants – Big five Personality factors – Learning Theories. The Perceptual Process – Factors influencing perception – Internal & External; Attitudes and Behaviour- Attitude Formation and Attitude Change.

Group Behaviour: Fundamentals of Groups – Stages of Development- Important Factors influencing Team Effectiveness – Cohesiveness – Norms – Decision Making.

2.1 INDIVIDUAL BEHAVIOUR

Q1. Explain how Individual Behaviour responds to stimulus.

Ans :

Behaviour is the pattern of how a person responds to a stimulus.

Responses can be influenced by

1. Culture

The shared patterns of behaviors and interactions, cognitive constructs, and affective understanding that are learned through a process of socialization. These shared patterns identify the members of a culture group while also distinguishing those of another group.

2. Attitude

a hypothetical construct that represents an individual's like or dislike for an item; mental position relative to a way of thinking or being. The current popular usage of attitude implies a negative mindset, a "chip on the shoulder" behavior, and an inner anger toward the prevailing majority of thought. Emotion: a feeling that is private and subjective; a state of psychological arousal an expression or display of distinctive somatic and autonomic responses.

3. Values

Beliefs of a person or social group in which they have an emotional investment (either for or against something) Ethics: response based on what is right; the process of determining how one should hold the interests of various stakeholders, taking into account moral values/principles

4. Authority

The power or right to give orders or make decisions. Coercion obtaining a response by use force; compelling a person to behave in an involuntary way (whether through action or inaction) by use of threats/intimidation Persuasion obtaining a response by convincing a person; the process of guiding people toward the adoption of an idea, attitude, or action by rational and symbolic (though not always logical) means. It is strategy of problem-solving relying on "appeals" rather than force.

5. Genetics

Inherited from parents; pertaining to genes or any of their effects.

According to John Ivancevich and Michael Mattson, the major factors that influence individual differences in behavioural patterns are demographic factors, abilities and skills, perception, attitudes and personality. Let us discuss them and they are as follows :

(a) Demographic Factors

The demographic factors are socio economic background, education, nationality, race, age, sex, etc. Organizations prefer persons that belong to good socio-economic background, well educated, young etc as they are believed to be performing better than the others. The young and dynamic professionals that have good academic background and effective communication skills are always in great demand. The study of demographic factors is significant as it helps managers to pick the suitable candidate for a particular job.

(b) Abilities and Skills

The physical capacity of an individual to do something can be termed as ability. Skill can be defined as the ability to act in a way that allows a person to perform well. The individual behaviour and performance is highly influenced by ability and skills. A person can perform well in the organization if his abilities and skills are matched with the job requirement. The managers plays vital role in matching the abilities and skills of the employees with the particular job requirement.

(c) Perception

The cognitive process meant for interpreting the environmental stimuli in a meaningful way is referred to as perception. Every individual on the basis of his/he reference can organize and interpret environmental stimuli. There are many factors that influence the perception of an individual. The study of perception plays important role for the managers. It is important for managers to create the favorable work environment so that employees perceive them in most favorable way. The employees are likely to perform better if they are going to perceive it in a positive way.

(d) Attitude

According to psychologists, attitude can be defined as a tendency to respond favourably or unfavourably to certain objects, persons or situations. The factors such as family, society, culture, peers and organizational factors influence the formation of attitude. The managers in an organization need to study the variables related to job as to create the work environment in a favorable way that employees are tempted to form a positive attitude towards their respective jobs. The employees can perform better in the organization if they form a positive attitude.

(e) Personality

Personality can be defined as the study of the characteristics and distinctive traits of an individual, the inter-relations between them and the way in which a person responds and adjusts to other people and situations. The several factors that influence the personality of an individual are heredity, family, society, culture and situation. It implies to the fact that individuals differ in their manner while responding to the organizational environment.

Personality can be regarded as the most complex aspect of human beings that influences their behaviour in big way. It can be concluded that the study of personality traits offers an opportunity to understand the individuals. It helps them properly in directing their effort and motivating them for the accomplishment of the organizational goal. It refers to the fact that different environmental factors may generate different responses. The study of these responses is very important for the organization. Every organization demands a particular type of behaviour from their employees and such behaviours can be discovered through observation, learning, exposure, training, etc.

2.1.1 Personality Determinants

Q2. What is personality ? Describe the determinants of personality ?

(OR)

Define Personality what are the factors determining Personality.

(OR)

Describe the Determinants of Personality.

Ans :

(June-16, Imp.)

Meaning

Personal characteristics that lead to consistent patterns of behavior Observable patterns of behaviour that last over time (Trait theory) How

the unconscious of an individual reacts to stimuli (Psychoanalytic theory) Self-actualization and the drive to realize one's potential (Humanistic theory).

Definitions

- (i) **According to Gordon Allport**, "Personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment."
- (ii) **According to Slocum and Hellriegel**, 'Personality represents the overall profile or combination of stable psychological attributes that capture the unique nature of a person. It combines a set of mental and physical characteristics that reflects how a person looks, thinks, acts and feels.' Fred Luthans has defined personality as people's external appearance and traits, their inner awareness of self, and the person-situation interaction make up their personalities. S P Robbins observes that personality is 'sum total of ways in which an individual reacts to and interacts with others'.

Four Personality Attributes

1. Internal Locus of Control

People who believe that they can control their own destinies are said to have internal locus of control

2. External Locus of Control

People who believe that things happen just by accident or chance are said to have external locus of control.

3. Authoritarianism

Following are the traits of an authoritarian person –

- Intellectually rigid
- Judgmental,
- Suspicious,
- Resistant to change,
- Respects highly placed people
- Exploits subordinates

Machiavellianism

Following are the traits of Machiavellian person :

- Pragmatic
- Keeps an emotional distance
- Believes that ends justify means
- Takes decision quickly
- Takes greater.

1. Heredity

We inherit 60-70% abilities and intelligence About 50% of our overall personality 30-40% of our religious and political beliefs (Minnesota Studies); 30-50% shyness and tendency to get upset easily (Bouchard and others). Physical stature, facial attractiveness, gender, temperament, muscle composition and reflexes, energy levels etc are broadly attributed to biological factors. Parents' biological, physiological and inherent psychological make-up contribute to an individual's personality to a great extent.

According to 'Heredity' approach, the ultimate explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes. However, the critics observe that if personality characteristics were completely dictated by heredity, they would be fixed at birth and no amount of experience/learning could alter them. There are evidences to prove that experience and learning can shape one's personality to a fairly great extent although changing physical features and personal disposition is not possible.

Socialization

Socialization involves learning the following :

- Social customs
- Values
- Norms
- Attitudes
- Relationships
- Hierarchies
- Structures

Environment plays an important role in shaping one's personality. People are greatly influenced by culture, values, traditions, formal and informal groups etc. More importantly, an individual learns to react to situations in a particular way as a result of socialization process one is exposed to.

2. Person-situation interaction

An individual's personality, although generally stable and consistent, does change in different situations. Individuals react to different situations differently. Moreover, individuals may also react differently to an identical situation. Thus, person-situation interactions keep adding to overall development of one's personality risks.

3. Personality Determinants

An individual's personality traits and attitudes determine his/her behaviour to a large extent. Invariably, these factors also have an impact on the person's behaviour at the work place. Hence, a study of the influence of personality and the attitudes of human beings is helpful in getting a better understanding of organizational behaviour.

2.1.2 Big Five Personality Factors

Q3. Explain Big Five Model of Personality Factors.

Ans :

There are five important personality traits that form the basis of an individual's behavior. They are :

1. Extroversion

Extroverts are those people who have a high degree of comfort in interacting with others. They are sociable, friendly, and outgoing in nature. On the other hand, introverts are reclusive in nature. They avoid developing new relationships and hesitate to interact with people. These traits play a great role in behavior as well as the attitude of employees toward their jobs as well as the organization. For instance, an extrovert would be highly satisfied as a public relations (PR) officer.

2. Agreeableness

Individuals who give preference to group interest rather than to their individual interests in order to maintain peace and accord are said to be agreeable in nature. Employees with such a personality trait help in developing a good working relationship in the organization. On the contrary, less agreeable people are more self-centered and give preference to their individual needs.

3. Conscientiousness

Individuals who are very conscientious are generally very responsible and achievement-oriented in nature. They set specific goals and dedicate themselves to the achievement of that goal. In organizations too, such people perform their jobs better and strive toward achieving of organizational goals. Less conscientious people set a number of goals but fail to achieve any of them.

4. Emotional Stability

Emotionally stable people can endure stressful situations. They tend to feel emotionally secure. Such people can overcome tensions and perform their jobs effectively even under severe pressure.

5. Openness to experience

People who have a high level of openness tend to be more creative and also have a wide range of interests. Such individuals are open to learning and contribute constructively to the organization. People who have a low level of openness, on the other hand, usually have narrow interests and rigid mindsets.

Q4. Explain MBTI Model of Personality.

Ans :

During the 1920s the Swiss psychologist Carl Jung proposed a personality theory that, as stated earlier, identifies the way people prefer to perceive their environment. Twenty years later, the mother and daughter team of Katherine Briggs and Isable Briggs-Myers developed the Myers- Briggs Type Indicator (MBTI), a personality test that measures each of the traits of Jung's model.

Mainly used in the employee hiring process, MBTI measures how people prefer to focus their attention (extroversion versus introversion), collect information (sensing versus intuition), process and evaluate information (thinking versus feeling), and orient themselves to the outer world (judging versus perceiving). Extroversion and introversion have been discussed in the earlier section. The other dimensions are examined below.

1. Sensing/Intuitions

Some people like collecting information. Sensing types use an organized structure to acquire factual and preferably, quantitative details. In contrast, intuitive people collect information non-systematically. They rely more on subjective evidence, as well as on their intuition, and even inspiration. Sensors are capable of synthesizing large volumes of data and draw quick conclusions. Needless to say, the work of management demands a combination of intuitive and sensing abilities.

2. Thinking/Feeling

Thinking types rely on the rational cause-effect logic and scientific method to make decisions. They weight the evidence objectively and unemotionally. Feeling types, instead, consider how their choices affect others. They weigh the options against their personal values more than on rational logic.

A good manager uses both mind (thinking) and heart (feeling). It is well-known that how one feels about a decision can determine the success of its implementation just as much as the logic of that decision. The realities of organizational life often evoke emotions that play a dominant role in a manager's behaviour. Fear of failure, fear of the laws, excitement about a product, compassion for an employee, anger at another person, and the like, are but examples of emotional forces that appear in the day-to-day life of a firm.

3. Judging/Perceiving

Some people prefer order and structure in their relationship with their outer world. These judging types enjoy the control of decision making and want to resolve problems quickly.

In contrast, perceiving types are more flexible. They like to adapt spontaneously to events as they unfold and want to keep their options open. To be effective as a manager, one needs to operate at times in perceiving mode and at times in a judging mode. The tensions that develop between 'Perceivers' and 'Judges' can be sources of conflict in organizations.

Besides employee-hiring, MBTI is used in team-building too. As members of a team learn to understand and even appreciate differences among them, they are better able to build on complementary strengths and ways of dealing with problems. Intuitive types have the ability to make creative leaps on thinking, but often need the more sensing types to make sure all that facts are being considered. Similarly, perceivers will tend to engage in the endless exploration of alternatives and really need to be balanced by judging types, who are more inclined to move quickly to decisions. An effective team learns to build on these differences.

Q5. What are Other Personality Traits of Individual Behaviour Influence the Organization ?

Ans :

(a) Authoritarianism

This trait is used to describe an individual having strong belief in legitimate formed authority, considers obedience to authority necessary, adheres to traditional value system, is intellectually rigid, opposes the use of feelings, oriented towards conformity to rules and regulations and prefer autocratic or directive leadership.

(b) Machiavellianism

Such people are prone to involve in organizational politics and practices game playing and power tactics. Jobs requiring bargaining skills and commissioned sales efforts are performed better by machiavellianism.

(c) Introversion and Extroversion

Introverts are those who have less interpersonal orientation and are less sociable. They are less gregarious and talkative. They

are shy, quiet and retiring people. These people excel at tasks that require thought and analytical skills.

Extroverts are more talkative, outgoing, gregarious, sociable and having interpersonal orientation. Extroverts are suitable for tasks requiring more interaction with others.

(d) Risk Taking

High risk taking managers make rapid decisions and use less information in making their choices. Such a trait proves more effective for a stock trader in a brokerage firm, but acts as a disadvantage for accountants performing auditing activity. Whereas it is reverse with respect to low risk takers.

2.2 LEARNING

Q6. What do you understand by learning?

Ans :

Meaning

Learning is the process of acquiring new or modifying existing knowledge, behaviors, skills, values, or preferences. The ability to learn is possessed by humans, animals, and some machines; there is also evidence for some kind of learning in some plants. Some learning is immediate, induced by a single event (e.g. being burned by a hot stove), but much skill and knowledge accumulates from repeated experiences. The changes induced by learning often last a lifetime, and it is hard to distinguish learned material that seems to be "lost" from that which cannot be retrieved.

Human learning begins before birth and continues until death as a consequence of ongoing interactions between person and environment. The nature and processes involved in learning are studied in many fields, including educational psychology, neuropsychology, experimental psychology, and pedagogy. Research in such fields has led to the identification of various sorts of learning. For example, learning may occur as a result of habituation, or classical conditioning, operant conditioning or as a result of more complex activities

such as play, seen only in relatively intelligent animals. Learning may occur consciously or without conscious awareness. Learning that an aversive event can't be avoided nor escaped may result in a condition called learned helplessness. There is evidence for human behavioral learning prenatally, in which habituation has been observed as early as 32 weeks into gestation, indicating that the central nervous system is sufficiently developed and primed for learning and memory to occur very early on in development.

Understanding learning outcomes is crucial because they influence the characteristics of the training environment that are necessary for learning to occur.

Definitions

(i) According to Gates and Others

Learning is the modification of behaviour through experience

(ii) According to Henry, P Smith

Learning is the acquisition of new behaviour or strengthening or weakening of old behaviour as a result of experience.

(iii) According to Crow and Crow

Learning is the acquisition of habits, knowledge and attitudes. It involves new ways of doing things, and it operates in an individual's attempt to overcome obstacles or to adjust to new situations.

(iv) According to Skinner

Learning is the process of progressive behaviour adaptation.

(v) According to Munn

To learn is to modify behaviour and experience.

(vi) According to M. L. Bigge

Learning may be considered as change in insights, behaviour, perception, motivation or a combination of these.

Concepts of Learning

Learning is a relatively permanent change in human capabilities that is not a result of growth processes. These capabilities are related to specific learning outcomes, as Table shows.

Verbal information includes names or labels, facts, and bodies of knowledge. Verbal information includes specialized knowledge that employees need in their jobs.

Intellectual skills include concepts and rules. These concepts and rules are critical to solve problems, serve customers, and create products.

Type of Learning Outcome	Description of Capability	Example
Verbal Information	State, tell, or describe previously stored information	State three reasons for following company safety procedures
Intellectual Skills	Apply generalizable concepts and rules to solve problems and generate novel products.	Design and code a computer program that meets customer requirements
Motor Skills	Execute a physical action with precision and timing	Shoot a gun and consistently hit a small moving target
Attitudes	Choose a personal course of action	Choose to respond to all incoming mail within 24 hours
Cognitive Strategies	Manage one's own thinking and learning processes	Selectively use three different strategies to diagnose engine malfunctions

Table : Learning Outcomes

Motor skills include coordination of physical movements. For example, a telephone repair person must have the coordination and dexterity necessary to climb ladders and telephone poles.

Attitudes are a combination of beliefs and feelings that predispose a person to behave a certain way. Attitudes include a cognitive component (beliefs), an affective component (feeling), and an intentional component (the way a person intends to behave in regard to the subject of the attitude). Important work-related attitudes include job satisfaction, commitment to the organization, and job involvement.

Cognitive strategies regulate the processes of learning. They relate to the learner's decision regarding what information to attend to (i.e., pay attention to), how to remember, and how to solve problems concepts of learning.

Q7. Explain the characteristics of learning.

Ans :

- Learning is pervasive. It reaches into all aspects of human life.
- Learning involves the whole person, socially, emotionally & intellectually.
- Learning is often a change in the organization of behaviour.
- Learning is development. Time is one of its dimensions.

- (e) Learning is responsive to incentives. In most cases positive incentives such as rewards are most effective than negative incentives such as punishments.
- (f) Learning is always concerned with goals. These goals can be expressed in terms of observable behaviour.
- (g) Interest and learning are positively related. The individual learns best those things, which he is interested in learning. Most boys find learning to play football easier than learning to add fractions.
- (h) Learning depends on maturation and motivation.

Q8. Explain the nature of learning.

Ans :

(a) Learning is Adaptation or Adjustment

All persons continuously interact with their environment. We often make adjustment and adapt to our social environment. Through a process of continuous learning, the individual prepares himself for necessary adjustment or adaptation. That is why learning is also described as a process of progressive adjustment to ever changing conditions, which one encounters.

(b) Learning is Improvement

Learning is often considered as a process of improvement with practice or training. We learn many things, which help us to improve our performance.

(c) Learning is Organizing Experience

Learning is not mere addition of knowledge. It is the reorganization of experience.

(d) Learning Brings Behavioural Changes

Whatever the direction of the changes may be, learning brings progressive changes in the behaviour of an individual. That is why he is able to adjust to changing situations.

(e) Learning is Active

Learning does not take place without a purpose and self-activity. In any teaching learning process, the activity of the learner counts more than the activity of a teacher.

(f) Learning is Goal Directed

When the aim and purpose of learning is clear, an individual learns immediately. It is the purpose or goal, which determines what, the learner sees in the learning situations and how he acts. If there is no purpose or goal, learning can hardly be seen.

(g) Learning is Universal and Continuous

All living creatures learn. Every moment the individual engages himself to learn more and more. Right from the birth of a child till the death, learning continues.

Q9. Discuss the various phases in learning.

Ans :

In the training world, the optimum number seems to be "four." There are four learning styles, four stages of competence, and a four-level evaluation model.

There is also a four-phase learning cycle.

According to Dave Meier, in The Accelerated Learning Handbook, here is what the cycle encompasses:

1. **Preparation** : Arousing Interest
2. **Presentation** : Encountering the New Knowledge or Skills
3. **Practice** : Integrating the New Knowledge or Skills
4. **Performance** : Applying the New Knowledge and Skills

1. Preparation

Adult learners need to be ready to engage in the learning process. Barriers are created when learners lack interest, don't see the benefit of learning, or have negative feelings about either the learning or the content.

The goal of the Preparation Phase is to give them positive feelings about the learning experience, and put them into an optimal state for learning. These are some ways to do this:

- Arouse the learners' curiosity by having them raise questions and pose problems for each other.
- Create a positive social environment incorporating collaborative activities
- Create a learning community by having everyone select and change learning partners throughout the program.
- Have learners define their main goals in attending the program and have them share them with other participants.
- Give each team a course objective and have them come up with as many benefits for that objective as they can.
- Remove learning barriers by having people write down their own barriers and, in teams, coming up with solutions for overcoming them.
- Provide positive suggestions by having a display of success stories of previous attendees.

2. Presentation

Unless adult learners are integrally involved in creating and adapting their own learning content, they don't learn. They need to initially encounter the new knowledge and skills in ways that are meaningful to them, and incorporating their own learning style, whether visual, auditory, intellectual, or kinesthetic.

The goal of the Presentation Phase is to help the learners encounter the new material in ways that are interesting, enjoyable, relevant, multisensory, and that appeal to all learning styles.

Here are some examples:

- Collaborative pretests and knowledge sharing
- Interactive presentations
- Variety to appeal to all learning styles
- Partner- and team-based learning projects
- Discovery exercises (personal, partnered, team-based)
- Real-world, contextual learning experiences
- Problem-solving exercises

3. Practice

Knowledge is not something a learner absorbs. It is something a learner creates, and it needs time for integration. Learners need to be given time to integrate the new knowledge and skills into their internal structure of self, meaning, beliefs, and skills.

The goal of the Practice Phase is to help learners integrate and incorporate the new knowledge or skill in a variety of ways:

- Hands-on trial/feedback/reflection/retrial
- Real-world simulations
- Learning games
- Action learning exercises
- Individual reflection and articulation
- Partner and team-based dialog
- Skill building practice activities

4. Performance

Learners need to have the opportunity to immediately apply what they've learned. Without immediate application to the real world, only 5% of the newly learned knowledge and skills is retained. With immediate application - and the proper coaching and support - learners typically retain 90% of the new knowledge and skills.

The goal of the Performance Phase is to help learners apply and extend their new knowledge or skill to the real world. This phase ensures integration of learning into the job as well as continuous performance improvement. These are some approaches:

- Immediate real world application
- Creating and executing action plans
- Follow through reinforcement activities
- Post session reinforcement materials
- Ongoing coaching
- Performance evaluation and feedback
- Peer support activities

Conventional learning has tended to emphasize the Presentation Phase over all other phases in the learning cycle. When designing a training program, developers put 80% or more money, effort, and time into creating presentation materials.

At best though, the Presentation Phase accounts for only 20% of the learning. And unless preceded by a Preparation Phase and followed by Practice and Performance phases, it is almost completely useless.

The Presentation Phase exists only to initiate the learning process, not to be the center of it. People learn more from experience than they do from presentations and training materials. For most adult learners, learning is a matter of trial, feedback, reflection, and retrial. The presentations and training materials are there simply to initiate and support active learning experiences, nothing more.

2.2.1 Learning Theories

Q10. Explain Various Learning Theories.

Ans :

Learning theories are conceptual frameworks that describe the manner in which the information is absorbed, processed and retained during learning. Often, the same content can be presented in different ways. Learning Theories provide a framework for such learning solutions.

1. Behaviourism

- Behaviourism is based on observable changes in behavioural patterns.
- It focuses on a new behavioural pattern being repeated until it becomes automatic.
- The learner depends on an instructor for acquisition of knowledge.

Example:

In an on-line learning course that required learners to memorize the capital cities of states:

- Learning outcomes tested how effectively learners imbibed the information.
- Practice opportunities were provided to the learner using a simple game-based approach.
- Appropriate feedback was provided.

2. Cognitivism

- Cognitivism is based on the change in behaviour through sequential development of an individual's cognitive abilities.
- It indicates the thought process inside the learner's mind.

Example:

In an on-line learning course that involved two sets of audiences with varied knowledge levels taking the same application training:

- A pretest was used to define the appropriate learning path for each learner profile.
- A visual organizer was designed, which allowed the learners to explore the topics relevant to their knowledge levels.
- The cognitive flow was determined as per the existing skill-sets and the content was accordingly chunked into relevant topics/lessons.

3. Constructivism

- Constructivism explains the manner in which knowledge is constructed.
- It focuses on construction of knowledge when the information obtained comes in contact with the knowledge acquired by experiences.

Example:

In an online learning course for Instructional Designers on how to write effective storyboards:

- A real-life perspective was provided through the use of a character who is an ID.
- A "story" was created, and the character was placed in real-life situations where she had to understand and tackle different aspects of storyboarding.
- Practical tips and guidelines were provided to help learners apply their learning in actual work-environments.

Q11. Explain briefly about Social learning theory.

Ans :

Social learning theory emphasizes that people learn by observing other persons (models) whom they believe are credible and knowledgeable. Social learning theory also recognizes that behavior that is reinforced or rewarded tends to be repeated. The models' behavior or skill that is rewarded is adopted by the observer. According to social learning theory, learning new skills or behaviors comes from directly experiencing the consequences of using that behavior or skill, or the process of observing others and seeing the consequences of their behavior.

According to social learning theory, learning also is influenced by a person's self-efficacy. Self-efficacy is a person's judgment about whether he or she can successfully learn knowledge and skills. A trainee with high self-efficacy will put forth effort to learn in a training program and is most likely to persist in learning even if an environment is not conducive to learning (e.g., noisy training room).

A person's self-efficacy can be increased using several methods: verbal persuasion, logical verification, observation of others (modeling), and past accomplishments. Verbal persuasion means offering words of encouragement to convince others they can learn. Logical verification involves perceiving a relationship between a new task and a task already mastered. Modeling involves having employees who already have mastered the learning outcomes demonstrate them for trainees. Past accomplishments refers to allowing employees to build a history of successful accomplishments.

Social learning theory suggests that four processes are involved in learning: attention, retention, motor reproduction, and motivational processes.

(i) Attention

Attention suggests that persons cannot learn by observation unless they are aware of the important aspects of a model's performance. Attention is influenced by characteristics of the model and the learner. Learners must be aware of the skills or behavior they are supposed to observe.

(ii) Retention

This is the role of retention. Learners have to code the observed behavior and skills in memory in an organized manner so they can recall them for the appropriate situation.

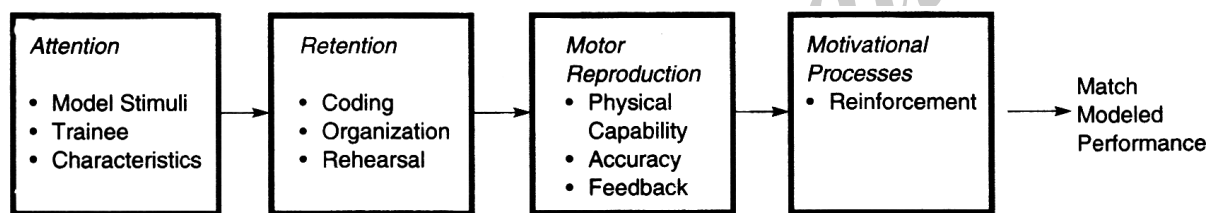


Fig.: Social Learning Theory

(iii) Motor Reproduction

Motor reproduction involves trying out the observed behaviors to see if they result in the same reinforcement that the model received. The ability to reproduce the behaviors or skills depends on the extent to which the learner can recall the skills or behavior.

(iv) Motivational Processes

Learners are more likely to adopt a modeled behavior if it results in positive outcomes. Social learning theory emphasizes that behaviors that are reinforced (a motivational process) will be repeated in the future.

For example, in the training program called "Getting Your Ideas Across," trainees are first presented with the five key behaviors for getting their ideas across:

1. State the point and purpose of the message.
2. Present points to aid understanding.
3. Check the audience for reactions and understanding.
4. Handle reactions from the audience to what was presented. and
5. Summarize the main point.

Q12. Describe briefly about Goal Theory.*Ans :*

Goal setting theory assumes that behavior results from a person's conscious goals and intentions. Goals influence a person's behavior by directing energy and attention, sustaining effort over time, and motivating the person to develop strategies for goal attainment. Research suggests that specific challenging goals result in better performance than vague, unchallenging goals. Goals have been shown to lead to high performance only if people are committed to the goal. Employees are less likely to be committed to a goal if they believe it is too difficult.

An example of how goal setting theory influences in a program designed to improve pizza deliverers' driving practices. The majority of pizza deliverers are young (age 18 to 24), inexperienced drivers, who are compensated based on the number of pizzas they can deliver. This creates a situation in which deliverers are rewarded for fast but unsafe driving practices for example, not wearing a safety belt, failing to use turn signals, and not coming to complete stops at intersections. These unsafe practices have resulted in a high driving accident rate.

Prior to goal setting, pizza deliverers were observed by their managers leaving the store and then returning from deliveries. The managers observed the number of complete stops at intersections over a one-week period. In the training session, managers and trainers presented the deliverers with a series of questions for discussion.

Goal setting theory also is used in training program design. Goal setting theory suggests that learning can be facilitated by providing trainees with specific challenging goals and objectives. Specifically, the influence of goal setting theory can be seen in the development of training lesson plans.

Goal Orientation

Goal orientation refers to the goals held by a trainee in a learning situation. Goal orientation can include a learning orientation or a performance orientation. Learning orientation relates to trying to increase ability or competence in a task. Performance orientation refers to learners who focus

on task performance and how they compare to outliers. Persons with a performance orientation define success as high performance relative to others, value high ability more than learning, and find that errors and mistakes cause anxiety and want to avoid them.

2.3 PERCEPTION**Q13. Define perception and Explain the Characteristics of Perception.***Ans :* (Dec.-15, Imp.)**Meaning**

Perception is the process by which organisms interpret and organize sensation to produce a meaningful experience of the world. Sensation usually refers to the immediate, relatively unprocessed result of stimulation of sensory receptors in the eyes, ears, nose, tongue, or skin.

Perception is the process through which the information from outside environment is selected, received, organized and interpreted to make it meaningful to us.

Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

Definitions

- (i) **According to Kolasa**, "Perception is selection and organization of material which stems from the outside environment at one time or the other to provide the meaningful entity we experience."
- (ii) **According to S.P. Robbins**, "Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment."
- (iii) **According to Joseph Reitz**, "Perception includes all those processes by which an individual receives information about his environment – seeing, hearing, feeling, tasting, and smelling."
- (iv) **According to Kolasa**, "Perception is selection and organization of material which stems from the outside environment at one time or the other to provide the meaningful entity we experience."

- (v) **According to S.P. Robbins,** "Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment."

Characteristics

The following are the chief characteristics of perception:

1. Mental Process

Perception is a mental process. Under it an individual chooses, organizes and interprets information available in the environment. No individual can get attracted towards all the stimuli available in the environment. He selects only those stimuli which are related to him. After selecting the stimuli they are organized so that they are interpreted. In the end they are explained. In this way, one needs brain or intelligence at every step in the process of perception. Therefore, it will be quite right to call it a mental process.

2. Activation Process

Perception is a process of activating an individual. Prior to the process of perception there is some sensation. Under sensation an individual remains inactive. He simply feels and does not react in any way. On the contrary, an individual gets activated under perception. Signal received from physical sensory organs set him thinking and his mind gets activated. Hence, perception is a process of activation.

3. Subjective Process

Subjectivity means interpreting some thing on the basis of individual interest and understanding and not on the basis of facts. In other words, subjective process means looking at an object by different individuals from different point of views. Perception has this inherent speciality. Under perception a single particular truth can be viewed differently by different people. The main cause of this happens to be the fact that each individual has a different way of collecting information from the environment, organizing it and interpreting it differently.

4. Unique Interpretation

Perception is a particular interpretation of a real situation and is not an actual representation of reality. In other words, it can be said that perception is not a photocopy presentation but is only a description of some object, event or individual according to an individual's understanding. Every individual interprets the real world in a different manner. Two individuals can have difference of opinion on any single point. Out of these both the two or any one of them can be wrong.

5. Wider than Sensation

There is a difference between perception and sensation. Every individual has five sensory organs. Sensation is a response of these organs. Perception is wider than sensation. It is a mixture of sensation and cognitive process. Sensation is regulated only by the sensory organs while in perception both the sensory organs and individual's understanding are involved. Sensation is the starting point of perception. First of all sensation is born, then an individual's brain gets activated and from here the process of perception starts. Therefore, perception is wider than sensation.

6. Provides Meaning to Stimulus

An individual gets information about stimulus through sensation, e.g., first of all an individual feels the smell, taste, touch, etc. On the basis of this information the meaning is found out under perception.

7. Affected by many Factors

The concept of perception is influenced by many factors. Major factors which affect it are as follows:

- (i) **Internal Factors:** These factors are related to perceiver. They mainly include needs, values, experiences, understanding, etc.
- (ii) **External Factors:** These factors are related to external environment which chiefly includes intensity, size, repetition, motion, etc.

8. Provides check on Behaviour

Understanding of perception has an important contribution in the anticipation and control of the behaviour of the employees. People's behaviour is according to their perception. If the manager can come to know how people perceive things, then he can anticipate organizational behaviour and can also control it.

9. Multiple Use

The knowledge of the concept of perception increases the understanding of organizational behaviour. Consequently, better results will be obtained in different areas of organizational behaviour, e.g., selection of employees, training, reward, labour-management negotiations, etc.

2.3.1 Perceptual of Process**Q14. Explain the process of Perception ?**

Ans : (Dec.-15)

Perception is a process consists of several sub-processes. One can take an input-throughput-output approach to understand the dynamics of the perceptual process. This approach emphasises that there is input, which is processed and gives output. The stimuli in the environment – subjects, events, or people – can be considered as the perceptual inputs. The actual transformation of these inputs through the perceptual mechanisms of selection, organization, and interpretation can be treated as the throughputs, and the resultant opinions, feelings, attitudes, etc., which ultimately influence our behaviour, can be viewed as the perceptual outputs.

One type of input is physical stimuli from the outside environment; the other type of input is provided by individuals themselves in the form of certain pre-dispositions (expectations, motives, and learning) based on previous experience. The combination of these two very different kinds of inputs produces for each human being a very private, very personal picture of the world. Because each person is a unique individual, with unique experiences, needs, wants, desires, and expectations, it follows that each individual's perceptions are also unique. This explains why no two people see the world in precisely the same way.

The steps in the perceptual process – selection, organization, and interpretation – are shown in figure.

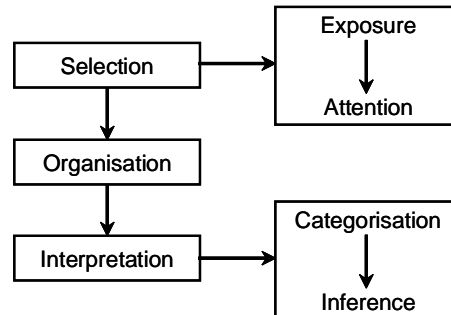


Fig. : Process of Perception

A. Perceptual Selectivity / Selection

There are a variety and a multitude of stimuli confronting us everyday affecting all our senses. Out of all these stimuli, people select only some. Perceptual selectivity refers to the tendency to select certain objects from the environment for gaining attention such that these objects are consistent with our existing beliefs, values and needs.

Without this ability of selection, the individuals will not be able to consider all available information necessary to initiate behaviour. This selectivity is enhanced by two related processes :

- 1. First Process, known as, "sensory activation"** assumes that our senses are activated only by a certain type of stimuli so that some stimuli may go unnoticed if these are not strong, bright or loud enough to activate our senses.
- 2. Second process, known as, "sensory adaptation"** relates to our ability to tune out certain stimuli to which we have been continuously exposed. **For example,** a new home owner near an airport might be excessively bothered by the noise, but such noise does not bother those who have been living there for a long time and have been exposed to this noise over this long period.

Thus, many objects or stimuli are stopped from entering our perceptual system by the above two processes. All

the remaining stimuli must compete for attention. Various external and external factors influence our process of stimuli selection.

Factors in Perceptual Selectivity

(i) Internal or Personal Factors in Perceptual Selectivity

The internal factors relate to the perceiver and include such factors as learning and motivation. These factors are self concept, beliefs, expectations, inner needs, response disposition, response salience and perceptual defence.

(ii) External Factors in Perceptual Selectivity

External factors relate to the characteristics of objects or people that activate our senses and thus get our attention. Some of these external factors are size, intensity, contrast, repetition, novelty and familiarity, motion and order.

B. Perceptual Organization

Perceptual Organization emphasises on the subsequent activities that take place in the perceptual process after a stimulus is received. A person rarely perceives the extent of colour, light or sound associated with objects. Instead he perceives organized patterns, stimuli and identifiable whole objects.

Factors Affecting Perceptual Organization

1. Figure Ground

Figure-Ground principle is generally considered to be the most basic form of perceptual organization. This principle simply implies that the perceived object or person or event stands out distinct from its background and occupies the cognitive space of the individual. For example, as you read this page, you see white as the background and black as the letters or words to be read. You do not try to understand what the white

spaces in the middle of black letters could mean.

Likewise, in the organizational setting, some people are more noticed or stand out than others. For example, an individual in the organization might try to focus his entire attention on his immediate supervisor, trying to be in his good books, completely ignoring his colleagues and how they feel about his behaviour. Thus according to this principle, the perceiver tends to organize only the information which stands out in the environment which seems to be significant to the individual.

2. Perceptual Grouping

Grouping is the tendency to curb individual stimuli into meaningful patterns. For example, if we perceive objects or people with similar characteristics, we tend to group them together and this organizing mechanism helps us to deal with information in an efficient way rather than getting bogged down and confused with so many details. Some of the factors underlying his grouping are:

(i) Similarity : According to this principle, when objects and things are similar they are perceived as in the same group. For example, workers wearing same uniform tend to be perceived as one although they have their own different personalities.

(ii) Proximity : The principle of proximity or nearness states that a group of stimuli that are close together will be perceived as a whole pattern of parts belonging together. Employees often perceive other employees working together in a department as a team or unit because of their physical proximity. For example, four

people on the third floor of a large office building quit their jobs. Even if they did so for completely unrelated reasons, the human resource department may perceive the resignation as a problem on the third floor and examine the morale, pay, and working conditions there in an attempt to determine what is wrong.

(iii) **Closure** : The principle of closure relates to the tendencies of the people to perceive objects as a whole, even when some parts of the object are missing. The person's perceptual process will close the gaps that are unfilled from sensory input. For example, a manager perceives complete agreement of his workers on a given project, when, in fact, there was opposition from several workers.

(iv) **Continuity** : Continuity is closely related to closure. But there is a difference. Closure supplies missing stimuli, whereas the continuity principle says that a person will tend to perceive continuous lines of pattern. The continuity may lead to inflexible or non creative thinking on the part of the organizational participants. For example, the tendency to perceive continuous patterns may result in an inability to perceive uniqueness and to detect change. In economic or business forecasting, a common continuity error is to assume that the future will be a simple continuation of current events and trends.

3. Perceptual Constancy

Constancy is one of the more sophisticated forms of perceptual

organization. This concept gives a person a sense of stability in this changing world. This principle permits the individuals to have some constancy or stability in a tremendously variable and highly complex world. If constancy were not at work, the world would be very chaotic and disorganized for the individual. There are several aspects of constancy:

(i) **Shape Constancy** : Whenever an object appears to maintain its shape despite marked changes in the retinal image e.g. the top of a glass bottle is seen as circular whether we view it from the side or from the top.

(ii) **Size Constancy** : The size constancy refers to the fact that as an object is moved further away from us we tend to see it as more or less invariant in size. For example, the players in cricket field on the opposite side of the field do not look smaller than those closer to you even though their images on the retina of the eye are much smaller.

(iii) **Colour Constancy** : Colour constancy implies that familiar objects are perceived to be of the same colour in varied conditions. The owner of a red car sees it as red in the bright sunlight as well as in dim twilight. Without perceptual constancy the size, shape and colour of objects would change as the worker moved about and it would make the job almost impossible.

4. Perceptual Context

The highest and most sophisticated form of organization is 'perceptual context'. It gives meaning and value to simple stimuli, objects, events, situations and other persons in the environment. The

organizational structure and culture provide the primary context in which workers and managers do their perceiving. For example, a verbal order, a new policy, a pat on the back, a raised eye brow or a suggestion takes on special meaning when placed in the context of the work organization.

5. Perceptual Defence

Closely related to perceptual context is the perceptual defence. A person may build a defence against stimuli or situational events in a particular context that are personally or culturally unacceptable or threatening. Accordingly, perceptual defence may play a very important role in understanding union-management and supervisor-subordinate relationship. Most studies verify the existence of a perceptual defence mechanism.

The general conclusions drawn from these studies are that people may learn to avoid certain conflicting, threatening or unacceptable aspects of the context. The various defences may be denial of an aspect, by modification and distortion, by change in the perception, then the last but not the least is recognition but refusal to change.

C. Perceptual Interpretation

After the data have been received and organized, the perceiver interprets the data in various ways. Perception is said to have taken place only after the data are interpreted. Indeed, perception is essentially giving meaning to the various data received and interpreted.

The interpretation of stimuli is uniquely individual because it is based on what individuals expect to see in light of their previous experience. Stimuli are often highly ambiguous. When stimuli are highly ambiguous, individuals usually interpret them in such a way that they serve to fulfil personal

needs, wishes, and interests. How close a person's interpretations are to reality depends on the clarity of the stimulus, the past experiences of the perceiver, and his or her motives and interests at the time of perception.

Features

There are the following features of perceptual interpretation :

1. Dynamic/Influential

The interpretation of stimuli is uniquely individual because it is based on what individuals expect to see in light of their previous experiences, the number of plausible explanations they can envision, and their motives and interests at the time of perception.

2. Ambiguous in Nature

Stimuli are often highly ambiguous. When stimuli are highly ambiguous, individuals usually interpret them in such a way that they serve to fulfil personal needs, wishes, and interests.

3. Depends on Stimuli

How close a person's interpretations are to reality depends on the clarity of the stimulus, the past experiences of the perceiver, and his or her motives and interests at the time of perception.

2.3.2 Factors influencing perception

Q15. What are the Factors influencing perception.

Ans :

1. Locus of Control

Locus of control refers to the degree of control a person believes he/she has over his/her fate. People who believe that they are the masters of their own fate are known as internals while those who believe that fate is controlled by luck, chance, or external forces are called externals. The following traits are found in internals and externals:

(a) Internals

Internals are committed to work, are highly satisfied with their jobs, and show a low rate of absenteeism. They take credit for success or the responsibility for failure, as they attribute their performance to their internal abilities. Internals are highly achievement oriented and can contribute constructively to the success of organizations.

(b) Externals

Externals show little commitment to work, are dissatisfied with their work, and show a high rate of absenteeism. Accordingly, externals believe that they have minimum control over the organizational outcomes and tend to show little interest in improving the outcome. They depend on the directions given by the management and are reluctant to take the initiative. The way that organizations can benefit from externals is by assigning structured and routine tasks to them.

2. Machiavellianism

This quality refers to the extent to which a person is pragmatic in maintaining an emotional distance from others. Such a person believes that the ends justify the means. It is observed that people with this quality are manipulative and go to any extent to accomplish a task.

3. Self-Esteem

Self-esteem is the degree of liking people have for themselves. This attribute determines the level of confidence people have in themselves. People with high self-esteem are generally very confident. They believe that they have the capability to achieve success and hence take up unconventional and challenging tasks. It has also been observed that individuals with high self-esteem derive high satisfaction from their work.

4. Self-monitoring

Self-monitoring is the degree of flexibility people exhibit in adapting themselves to the changing situations. High self-monitors adopt very easily to the requirements of the situation. They can adopt their behaviour to the demands of the situation. Self-monitors also make successful managers. On the other hand, low self-monitors cannot hide their true emotions and are less flexible in adapting to changing situations. It has been observed that high self-monitors are more successful in their careers than low self-monitors.

5. Risk Taking

This refers to the extent to which people are prepared to take risks. People who are high risk-takers make decisions and do not collect much information on which to base their decisions. Risk-averse people are meticulous and gather a lot of information before making a decision. However, it has been observed that the accuracy of taking a decision in both the cases is almost the same. In organizations, the suitability of a person's risk-taking or risk-averse behavior is dependent on the duties and responsibilities of the job taken up by the person.

6. Type A Personality

Individuals who give extreme importance to time and to completing work on time are said to have 'Type A' personality. Such people are highly ambitious and attempt to achieve a lot of tasks within a short time period. They are usually quick in everything they do. Also the speed at which things generally occur upsets them. People with Type A personalities also find it difficult to cope with leisure time. They keep themselves busy and do not enjoy leisure.

On the contrary, people with Type B personalities are not obsessed with achieving a number of tasks within a short period. They maintain a low profile and do not discuss their achievements unless the situation demands it. Individuals with Type A personalities are more suitable in jobs where a lot is required

to be achieved within a limited time period. For instance, jobs like those of salespersons, business development executives, etc. are suitable for Type A personalities. Type B personalities can do more justice to routine jobs such as clerical positions in banks.

2.3.2.1 Internal & External factors

Q16. Explain various Internal & External Factors of Perception.

(OR)

Discuss the Factors influencing perception.

Ans :

(Dec.-12)

Individuals may look at the same thing, yet perceive it differently. A number of factors operate to shape and sometimes distort perception. These factors are shown in figure.

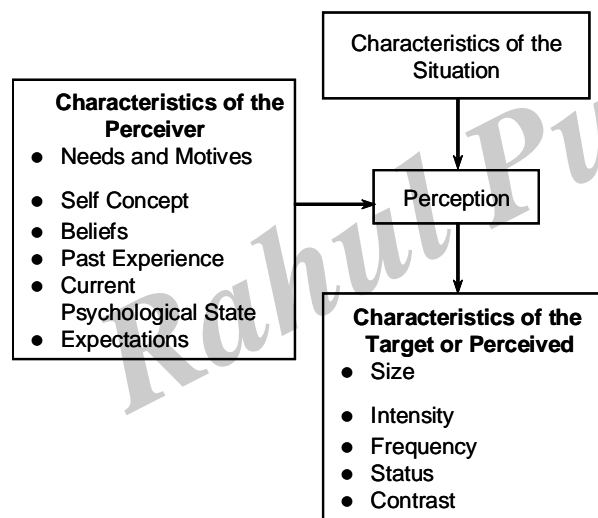


Fig. : Factors Influencing Perception

1. Characteristics of the Perceiver (Internal Factors)

(i) Needs and Motives

People's perception is determined by their inner needs. A need is a feeling of tension or discomfort when one thinks he is missing something or requires something. People with different needs usually experience different stimuli. Similarly people with different needs

select different items to remember or respond to.

(ii) Self Concept

The way a person views the world depends a greatly on self-concept or image he has about himself. The self-concept plays an important role in perceptual selectivity.

(iii) Beliefs

A person's beliefs have profound influence on his perception. Thus, a fact is conceived not on what it is but what a person believes it to be.

(iv) Past Experience

A person's past experiences mould the way he perceives the current situations. If a person has been betrayed by a couple of friends in the past, he would tend to distrust any new friendship that he might be in the process of developing.

(v) Current Psychological State

The emotional and psychological states of an individual are likely to influence how things are perceived. If a person is depressed, he is likely to perceive the same situation differently than if he is elated.

(vi) Expectations

Expectations affect what a person perceives. Thus, a technical manager may expect ignorance about the technical feature of a product from the nontechnical people.

2. Characteristics of the Target or Perceived (External Factors)

(i) Size

The bigger the size of the perceived stimulus, the higher is the probability that it is perceived. Size attracts the attention of an individual. It establishes dominance and enhances perceptual selection.

(ii) Intensity

High intensity increases the chances of selection. If the message is bright, if sentences are underlined, it gets more

attention than in normal case. The greater the intensity of stimulus, the more likely it will be noticed.

(iii) Frequency

Repeated external stimulus is more attention-attracting than a single time. Repetition increases our sensitivity and alertness to the stimulus. Thus, greater the frequency with which a sensory stimulus is presented, the greater the chances we select it for attention.

(iv) Status

Perception is also influenced by the status of the perceiver. High status people can exert greater influence on perception of an employee than low status people.

(v) Contrast

Stimuli that contrast with the surrounding environment are more likely to be attention catching than the stimuli that blend in. A contrasting effect can be caused by colour/size or any other factor that is unusual. The contrast principle states that external stimuli stand out against the background, not what are expected will receive better attention.

3. Characteristics of the Situation

The context in which objects or events is seen, is important. Elements in the surrounding environment influence our perception. The time at which an object or event is seen can influence attention, as can location, light, heat, or any other situational factors.

2.4 ATTITUDES AND BEHAVIOUR

Q17. Define Attitude? Explain the Nature of Attitude ?

Ans :

(Imp.)

Meaning

Attitude is a relatively permanent organizing or cognitive, perceptual, emotional, and motivational process with respect to some aspect of our environment. It is primarily a learned

predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object. Thus, an attitude is the way we think, feel, and act toward some aspect of our environment.

Definitions

(i) According to Bem, "Attitudes are likes and dislikes."

(ii) According to Engel, "Attitudes are an overall evaluation that allows one to respond in a consistently favourable or unfavourable manner with respect to a given object or alternative".

(iii) According to Allport, "Attitude is learned predispositions to respond to an object or class of object in a consistently favorable or unfavorable way"

(iv) A definition of attitude popularized by cognitively oriented social psychologists is, "an enduring organization of motivational, emotional, perceptual, and cognitive process with respect to some aspect of the individual's world".

Nature

This definition incorporates four important aspects of attitudes :

- (i) Attitudes are learned through experiences ;
- (ii) They people to behave (respond) in certain ways.
- (iii) Attitudes and behaviour conform to a principle of consistency; and
- (iv) The unfavourable or favourable manner of behaving reflects the evaluative component of attitudes

Beliefs

Attitudes → Intentions → Behaviour

Values

Thus, an attitude is formed from a confluence.

or somebody. Further, an attitude gives rise to an intention to behave in a certain way which in turn gives rise to the behaviour itself.

Fred Luthans rightly observes that attitude is a complex cognitive process, but can be characterized three ways. First, they tend to persist unless something is done to change them. Second, attitudes where along a continuum from very favourable to very unfavourable. Third, attitudes are directed toward some object about which a person has feelings and beliefs.

Q18. Explain the types & Functions of Attitudes ?

Ans :

Types

In organizations, attitudes are important because they affect job behaviour. Robbins classifies job-related attitudes into three types - Job Satisfaction, Job Involvement, and Organizational Commitment.

i) Job Satisfaction

Job satisfaction refers to an individual's general towards his job. Job satisfaction or job dissatisfaction is the result of various attitudes the person holds towards his job created factors, and towards life in general. Blum defines job satisfaction as a general attitude which a worker has as a consequence of several specific attitudes in the following three areas: specific job factors, individual adjustment, and group relationships out-side the job.

ii) Job Involvement

Job involvement refers to the extent to which an individual identifies with his job, actively participates in it, and considers his performance important to self-worth. An individual with a high level of job involvement is likely to be highly satisfied, more productive and less prone to leave the work than the one with low level of job involvement.

iii) Organizational commitment

Organizational commitment refers to an individual's orientation towards the

organization in terms of loyalty, identification, and involvement. With high organization commitment, an individual identifies with a particular organization and its goals, and wishes to maintain membership in the organization. Highly committed individual is more likely to be a better performer and is less prone to resign than the one with a level of organizational commitment.

Functions

In the study of organizational behaviour it is important to understand the functions of attitudes. Basically, attitudes help to predict work behaviour. Secondly, attitudes often help employees to adapt to their work environments. Katz describes the four different functions that attitudes play in this process.

i) Adaptive function : Expression of certain attitudes in particular social contexts has a utility (instrumentality) in obtaining rewards or avoiding punishments. Thus, attitudes help people to adjust to their environment.

ii) Ego-defensive function : Attitudes help people to protect their self-image. Individuals make use of various ego-defense mechanisms so that their attitude serves to justify their action and to defend the ego and the self-image.

iii) Value-expressive function : Attitudes provide people with a basis for expressing their values. Attitudes explain to others the "type" or the "sort" of person an individual believes himself to be, for instance, honest, tolerant, objective, neutral etc. Thus, the value-expressive function gives clarity to the self-image and at the same time brings that self-image closer to the heart's desire.

iv) Knowledge function : Attitudes form a frame of reference and supply standards to people so that they can organize and explain the world around them and thus can give sense and meaning to it. The knowledge function enables people to assess new information and to make judgements in new settings.

2.4.1 Attitude Formation**Q19. Explain the process of Attitude Formation ?***Ans :*

Individuals form relationships with each other and a major part of these relationships is a result of their attitudes. Attitudes are formed through three main sources : early socialization, group affiliation and personal experience.

1. Early socialization

Great many of the attitudes can be traced back to the individual's childhood and specifically to the messages, injunctions and admonitions by parents, teachers and other authority figures. Usually attitudes towards work, authority, religion, politics, marriage, are acquired through information received and behaviour observed in childhood - for instance, attitude to-wards police can be positive or negative.

2. Group affiliation

Second major source of attitude formation is the group of friends or colleagues with whom an individual associates. If the individual wishes to belong to, and be accepted by a peer group, he tends to adopt the attitudes appropriate to, or commonly held by that group.

3. Personal experience

Third source of attitude formation is an individual's own experience, events which occur and which mould his view of the world. Mass communication media like radio, newspaper, TV etc. supply large quantities of information and thus cater to the attitudes of the individuals.

Thus, most of the attitude formation can be traced to early socialization, past and present group affiliation, and the individual's own personal experience of the world.

Attitudes develop in the process of need satisfaction. Individual develops favourable attitudes towards objects and beliefs that satisfy his desires. The individual will develop

unfavourable attitude towards objects and persons that block the achievement of his goal.

Attitudes are formed through experience which means that they are learnt. Attitude formation and attitude change are rather inextricably linked in the lives of most people - attitude change is simply the formation of a new attitude in place of an old one.

Q20. Explain the factors influencing formation of attitudes*Ans :***(Jan.-20)**

The factors which lead to development of attitudes are:

(a) Family

Family is the most powerful source for formation of attitudes. The parents, siblings provide attitudes developed by an individual, whether positive or negative are the result of family influence, are very powerful and difficult to undo.

(b) Peers

As the individual develops, he comes in contact with outer world and peers in first place. Peers include same age friends, neighbors, classmates, etc. The child tries to internalize the attitudes of these people.

(c) Conditioning

When we are conditioned or adjusted to a certain set up of people, situation, etc., we will be influenced by that. Hence, our associations lead to develop attitudes. Many times the kind of reinforcement we get from environment also leads to develop attitudes.

On the other hand, negative reinforcement like punishment, teasing, criticizing, troubling may lead to develop negative attitude.

(d) Social adjustment functions

This is otherwise called balance theory. Every society has majority of people who prefer to lead a harmonious life. They try to avoid unnecessary friction of conflicts with people. Naturally, they are inclined to develop positive

attitudes towards most of the people and issues. Our attitudes may facilitate and maintain our relationships with members of positively valued groups. Usually we want to go with significant others to us, and rebel against those unwanted.

(e) Direct instruction

Sometimes direct instruction can influence attitude formation. For example, somebody gives information about a hair dye or usefulness of some fruit, we develop an attitude about that product, may be positive or negative.

(f) Modeling

This has been influential in developing attitudes toward a wide range of issues from alcohol to various kinds of dress, shoes, etc.

(g) Satisfaction of wants

Individual develops favorable attitudes towards those people and objects which satisfy his wants and unfavorable attitudes towards those who do not satisfy.

(h) Prejudices

Prejudices are preconceived ideas or judgments where one develops some attitudes on other people, objects, etc., without proper information. For example, disliking a doctor or a nurse without knowing their abilities, just because of their caste, religion, region, nationality, etc.

2.4.2 Attitude Change

Q21. Define Attitude Change ?

(OR)

"Attitudes once form, they cannot be changed" comment.

Ans : (Jan.-18)

Attitudes are very difficult to change, this is so because basically many of the individual's attitudes are acquired from, or significantly influenced by, people whose affection, esteem, or respect he desires. Individuals receive "rewards" in the form of love, approval, or agreement when they express attitudes which are in harmony with those

of their parents, friends or teachers. An individual is unlikely to change his attitude which has brought him approval in the past, without any assurance of greater approval following his attitude change.

Thus, one reason why attitudes are difficult to change is because they elicit rewards and an individual does not want to part with rewards unless he is assured of greater ones to follow.

Another reason is "prior commitments". An individual feels committed to a particular course of action and is unwilling to change.

One more factor is "insufficient information. An individual sometimes does not see any reason to change his attitude and continues happily with it though his boss may not like that attitude in him being negative. If the boss can provide more information to him and explain why a negative attitude is detrimental to career progress, the individual may discontinue to have a negative attitude.

Yet another point as to why attitudes are difficult to change relates to the fact that an individual's attitudes are not independent and isolated, but exist in balanced clusters. These clusters are constructed over a period and in such a way as to avoid inherent conflict. An individual tends to be reluctant to change any one attitude as it will probably upset this balance, and cause conflict between the new and the existing attitude.

2.5 GROUP BEHAVIOUR

Q22. Define Group ? Write about Characteristics of Groups.

Ans : (Dec.-15, Dec.-12, Imp.)

Meaning

A group is two or more people who work together for a common purpose. In the organizational context, it is a logical division of organizational members, with an intention to achieve the strategic business objectives. Usually, there is no such common definition for a group. They are often defined in terms of perceptions, motivation, organization, interdependencies and interactions.

Definitions

- (i) **According to Marvin E. Shaw** "Group is, two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other".
- (ii) **According to Clovis R. Shepherd** Group is an aggregate of a small number of persons who work for common goals, develop a shared attitude and are aware that they are part of a group and perceive themselves as such.

Characteristics

A group is a collection of people, collectively working for a common achievement. Following points identify the characteristic features of groups.

1. Two or More People

Aggregation of at least two persons. The size of the group will be determined by rules and regulations of the organization.

2. Collective Identity

Each member of the group must be aware about their membership and must believe that he is a member and is a participant of the group.

3. Interaction

Interaction means that each member shares his ideas with others through communication and this communication can take place, face to face, in writing, over the telephone, across a computer network or in any other manner which allows communication among group members. Each member must interact at least occasionally with one or more members of the group.

4. Shared Goal Interest

Members of the group should subscribe to the attainment of some common objectives. If a group has a variety of objectives or interests, each member of the group must share at least one of the groups concerns. The shared goal interest binds the group members together.

5. Importance of Groups

Groups play a vital role in an individual's and in organizational life. They are considered as the building blocks of an organization.

Organizational success directly depends upon the degree of effectiveness of groups. Following points highlight the benefits that groups serve to individuals and the organization.

Importance to Organizations

- i) Accomplish complex, independent tasks that are beyond individual capabilities.
- ii) Creates new ideas.
- iii) Coordinates interdepartmental efforts.
- iv) Reduces the complexity of problems and solves them easily.
- v) Implements action plans effectively.
- vi) Socializes and provides training to new employees.
- vii) Sets common social values and expectations in tune with organizational culture.
- viii) Provides and enforces guidelines for appropriate behaviour.
- ix) Provides a sense of identity that includes a certain degree of status.
- x) Integrates new employees with organizational expectations.

Importance to Individuals

- i) Satisfies the need for affiliation.
- ii) Confirms identity and enhances self-esteem.
- iii) Test and share perceptions of social reality.
- iv) Reduces the feeling of insecurity and powerlessness.
- v) Provides a mechanism for solving personal and interpersonal problems.

2.5.1 Fundamentals of Groups**Q23. Describe various Fundamentals of Group ?**

Ans :

1. Degree of Dependency on the Group

The more dependent a person is on a group the greater will be groups attractiveness and greater will be its consequences.

2. Size

Group cohesiveness increases through interaction among group members. Interaction is high if group is small and interaction is less when the group is large.

3. Homogeneity and Stable Membership

Stable relationships among members enhance group cohesiveness. This is because the relationships have to persist over a period of time to permit people to know one another, to develop common understanding of shared goals and values.

4. Location of the Group

If the group members are located close to each other, they interact themselves frequently and freely. If the group is isolated from other groups, then the cohesion is usually high.

5. Group Status

A successful group with high status is more alternative. Therefore, they show solidarity among themselves and group cohesion tends to be high.

6. Group Leadership

If the leader is dynamic and energetic, he motivates the group members to work with zeal for attainment of common goals. He tries to build and maintain high group loyalty among members. Thus, the qualities of the group leader determine the extent to which the group members bind themselves with the group.

7. Outside Pressure

When there is pressure from outside, group members tend to minimize their personal differences in order to fight to common

enemy. As such members of a group tend to herd together to face challenges from outside pressure.

8. Competition

There is intragroup and intergroup competition. Intragroup competition is among the group members. Intragroup competition is among different groups. Competition between members of the group is usually destructive to group cohesiveness. Intergroup competition brings cohesiveness in the group.

2.5.2 STAGES OF DEVELOPMENT**Q24. Explain various Stages of Group Development.**

Ans : (Jan.-18, Dec.-12, Imp.)

A group can be defined as several individuals who come together to accomplish a particular task or goal. Group dynamics refers to the attitudinal and behavioral characteristics of a group. Group dynamics concern how groups form, their structure and process, and how they function. Group dynamics are relevant in both formal and informal groups of all types. In an organizational setting, groups are a very common organizational entity and the study of groups and group dynamics is an important area of study in organizational behavior.

The following sections provide information related to group dynamics. Specifically, the formation and development of groups is first considered. Then some major types or classifications of groups are discussed. Then the structure of groups is examined.

According to Tuckman's theory, there are five stages of group development: forming, storming, norming, performing, and adjourning. During these stages group members must address several issues and the way in which these issues are resolved determines whether the group will succeed in accomplishing its tasks.

Stages**1. Forming**

This stage is usually characterized by some confusion and uncertainty. The major goals of the group have not been established. The

nature of the task or leadership of the group has not been determined. Thus, forming is an orientation period when members get to know one another and share expectations about the group. Members learn the purpose of the group as well as the rules to be followed.

The forming stage should not be rushed because trust and openness must be developed. These feelings strengthen in later stages of development. Individuals are often confused during this stage because roles are not clear and there may not be a strong leader.

2. Storming

In this stage, the group is likely to see the highest level of disagreement and conflict. Members often challenge group goals and struggle for power. Individuals often vie for the leadership position during this stage of development. This can be a positive experience for all groups if members can achieve cohesiveness through resolution.

Members often voice concern and criticism in this phase. If members are not able to resolve the conflict, then the group will often disband or continue in existence but will remain ineffective and never advance to the other stages.

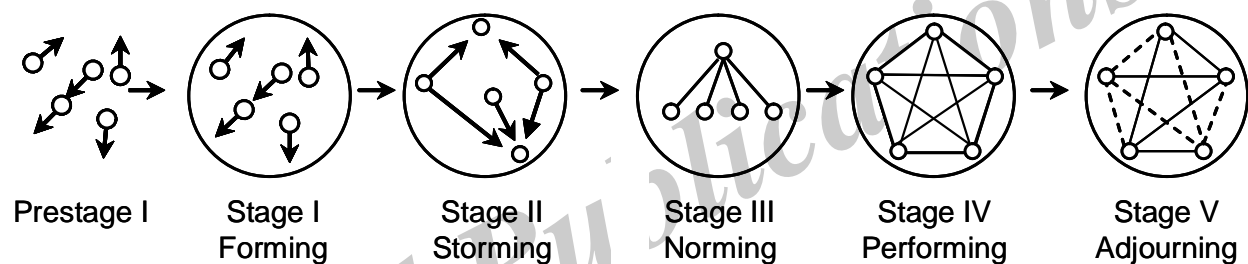


Fig.: Stages of Group Development

3. Norming

This stage is characterized by the recognition of individual differences and shared expectations. Hopefully, at this stage the group members will begin to develop a feeling of group cohesion and identity. Cooperative effort should begin to yield results. Responsibilities are divided among members and the group decides how it will evaluate progress.

4. Performing

Performing, occurs when the group has matured and attains a feeling of cohesiveness. During this stage of development, individuals accept one another and conflict is resolved through group discussion. Members of the group make decisions through a rational process that is focused on relevant goals rather than emotional issues.

5. Adjourning

Not all groups experience this stage of development because it is characterized by the disbandment of the group. Some groups are relatively permanent. Reasons that groups disband vary, with common reasons being the accomplishment of the task or individuals deciding to go their own ways. Members of the group often experience feelings of closure and sadness as they prepare to leave.

Q25. What are the Reasons for Formation of Groups?*Ans :* (Jan.-2020)➤ **Personal Characteristics**

Individuals with similar beliefs, attitudes and values are more likely to form groups.

➤ **Opportunity for interaction**

If the employees of an organization, are given an opportunity to interact with one another, they find that they have many things similar, which also creates a group.

➤ **Interest and goals**

When individuals share common interest and goals, it requires cooperation and coordination for its achievement, which also results in the formation of groups.

➤ **Influence and power**

Last but not the least, a group has more influence and power, as compared to an individual, which also promotes its formation.

In general, groups are created out of individual need satisfaction, which can be personal, social or economical. Meaning that the members need to associate with the group in order to fulfil their basic needs.

2.6 TEAM**Q26. Define Team. Explain the importance and Advantages of Team ?***Ans :***Meaning**

A team is a cooperative group whose members interact with each other towards the accomplishment of specified objectives. In many organizations, employees work in regular small groups called teams where their efforts must fit together like the pieces of a picture puzzle. When their work is interdependent, they act as a work team and seek to develop a cooperative state called teamwork.

Definitions**(i) According to Katzenbach and Douglas Smith,**

"A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable."

(ii) According to Stephen P. Robbins,

"A work team is a collection of people whose individual efforts result in a level of performance which is greater than the sum of their individual contributions".

Importance**1) Improved Employee Motivation**

Work teams help in enhancing the employee motivation. Because work teams encourage employee involvement. These make the jobs more interesting and fulfill the social needs of the employees. Individuals are likely to perform better when they are working in the presence of other people. Individuals will work harder and put in a lot of extra efforts to remain in the team's good graces.

2) Positive Synergy

Teams have the potential to create high levels of productivity due to positive synergy created by them. The output in the form of performance productivities is generally more than the summation of inputs put in the form of employee efforts.

3) Satisfaction of Social Needs

Man is a social animal. He always feels he need of affiliation. Teams can satisfy this needs of the employees by increasing worker interactions and creating a feeling of brotherhood and friendship among team members. Such employees are always in a better position to cope with stress and they enjoy their jobs more.

4) Commitment to Team Goals

Teams generally develop a common purpose, commitment to that purpose and agreement upon specific goals. All this combined with

the social pressures exerted by the team; result in a high degree of commitment to common team goals. The individual members sublimate their individual goals for the common goals of the group.

5) Improved Organizational Communication

As the teams encourage interactions, it will lead to improved communication. In case of self managed teams, interpersonal dependencies are created which require the members to interact considerably more than when they work on jobs alone.

6) Benefits of Expanded Job Training

The implementation of team work always leads to expanded job training. Through this training employees build their technical, decision making and interpersonal skills.

7) Organizational Flexibility

Management has found that teams are more flexible and responsive to changing events than are traditional departments or other forms of permanent groupings. Teams have the capability to quickly assemble, deploy, refocus and disband. All this is because of the reason that teams focus on processes rather than functions. They encourage cross training so members can do each others job an expansion of skills. This expansion of skills increases organizational flexibility.

Advantages

The use of teams in organizations has increased because teams perform better than traditional work groups. Moreover, work teams provide significant benefits to organizations. The use of teams have resulted in improvement in organizational performance, increase in employee benefits, reduction in costs, and improvement in organizational processes.

1) Improved Organizational Performance

Teams help organizations improve their performance by enhancing their productivity, quality and customer service. Teamwork reduces wastage of workers' effort, minimizes workers' errors, and enables workers to serve customers better.

2) Employee Benefits

A team environment benefits both organizations and employees. Nowadays, employees are not just satisfied with a good pay and other conventional benefits.

For these workers, teamwork provides a sense of dignity, self-control, self-fulfillment and satisfaction. Teams allow these employees to manage their work and make independent decisions instead of relying on their superiors for instructions.

3) Reduced Costs

Working in teams makes employees feel valued and committed. Team members feel that they are responsible for the output produced. Therefore, they try to reduce wastage, be more regular for work and minimize errors.

4) Organizational Enhancement

In large organizations, the gap between employees and the top management can be reduced by decreasing the number of layers between them. This can be done by using a team approach to work. The team members feel closer to top management and, as result, feel important.

Moreover, teams bring in innovation and creativity by forcing team members to look for newer ways of doing things. Teams Important also help organizations adapt to changes quickly, thereby enabling them to withstand competition.

2.6.1 Factors influencing team effectiveness

Q27. What are factor influencing team Effectiveness ?

Ans :

There are six major types of teams: informal, traditional, problem solving, leadership, self-directed, and virtual.

Characteristics of these six types of teams.

1. Informal Teams

Informal teams are generally formed for social purposes. They can help to facilitate employee pursuits of common concerns, such as

improving work conditions. More frequently however, these teams form out of a set of common concerns and interests, which may or may not be the same as the organization's. Leaders of these teams generally emerge from the membership and are not appointed by anyone in the organization.

2. Traditional Teams

Traditional teams are the organizational groups commonly thought of as departments or functional areas. Leaders or managers of these teams are appointed by the organization and have legitimate power in the team. The team is expected to produce a product, deliver a service, or perform a function that the organization has assigned.

3. Problem Solving Teams

Problem-solving teams or task forces are formed when a problem arises that cannot be solved within the standard organizational structure. These teams are generally cross-functional; that is, the membership comes from different areas of the organization, and are charged with finding a solution to the problem.

4. Leadership Teams

Leadership teams are generally composed of management brought together to span the boundaries between different functions in the organization. In order for a product to be delivered to market, the heads of finance, production, and marketing must interact and come up with a common strategy for the product. At top management levels, teams are used in developing goals and a strategic direction for the firm as a whole.

5. Self-Directed Teams

Self-directed teams are given autonomy over deciding how a job will be done. These teams are provided with a goal by the organization, and then determine how to achieve that goal. Frequently there is no assigned manager or leader and very few, if any, status differences among the team members.

These teams are commonly allowed to choose new team members, decide on work assignments, and may be given responsibility for evaluating team members. They must meet

quality standards and interact with both buyers and suppliers, but otherwise have great freedom in determining what the team does. Teams form around a particular project and a leader emerges for that project. The team is responsible for carrying out the project, for recruiting team members, and for evaluating them.

6. Virtual Teams

Technology is impacting how teams meet and function. Collaborative software and conferencing systems have improved the ability for employees to meet, conduct business, share documents, and make decisions without ever being in the same location. While the basic dynamics of other types of teams may still be relevant, the dynamics and management of virtual teams can be very different. Issues can arise with a lack of facial or auditory clues; participants must be taken at their word, even when video-conferencing tools are used.

Accountability is impacted by taking a team virtual. Each member is accountable for their tasks and to the team as a whole usually with minimal supervision. Key factors in the success of a virtual team are effective formation of the team, trust and collaboration between members, and excellent communication.

Q28. Explain Essentials for Building Effective Teams.

Ans :

The effectiveness of teams can be achieved with the help of the following :

1. Providing a supportive environment

The performance of teams is largely dependent on the ability and willingness of the team members to perform effectively. Therefore, the management must foster a work environment in the organization that provides support and encourages the members to work toward the fulfillment of organizational goals.

2. Relevant skills and role clarity

Co-ordination among team members plays a vital role in the effectiveness of a team's performance. The management can establish proper co-ordination in teams when it clearly defines the roles and responsibilities of each member in the team. By doing so, every member is aware of the duty he/she has to perform as a part of the entire team. This, in turn, facilitates co-ordination and co-operation in the team.

3. Focus on super ordinate goals

The management must emphasize the overall goals of the team rather than the individual goals of the team members. Super ordinate goals thus are the integrated goals, which can be achieved by the cumulative efforts of two or more individuals. Therefore, by focusing on super ordinate goals, the management encourages the members to think beyond their individual interests. This, in turn, enables the management to improve the effectiveness of the team's performance.

4. Team rewards

Team rewards must be designed in such a way that they encourage teamwork among the members of a team. The management could achieve this by linking rewards to the overall performance of teams. Rewards could be either financial or non-financial.

Q29. What are the Characteristics of Effective Teams

(OR)

Explain the Characteristics of Effective and High Performance Teams.

Ans.: (June-16, Imp.)

Some characteristics of effective teams are clear direction and responsibilities, knowledgeable members, reasonable operating procedures, good interpersonal relationships, shared success and failures, and good external relationships.

1. Clear Direction

Clear direction means that the team is given a clear and distinct goal. The team may be empowered to determine how to achieve that goal, but management,

when forming the team, generally sets the goal. A clear direction also means that team outcomes are measurable.

2. Clear Responsibilities

Clear responsibilities means that each team member understands what is expected of her or him within the team. The roles must be clear and interesting to the team members. Each team member needs to be able to rely on all the other members to carry out their roles so that the team can function effectively.

Otherwise, one or two team members come to feel that they are doing all the work. This is one of the reasons so many individuals are initially reluctant to join teams.

3. Knowledgeable Members

An effective team will be comprised of individuals who have the skills and knowledge necessary to complete the team's task. Cooperation is essential at an early stage in inventorying the skills and knowledge each member brings to the team, and working to determine how to utilize those skills to accomplish the team task.

4. Reasonable Operating Procedures

All teams need a set of rules by which they operate. Sports teams for example, operate according to a clearly laid-out set of rules about how the game is played. Similarly, work teams need a set of procedures to guide meetings, decision making, planning, division of tasks, and progress evaluation. Setting, and sticking to, procedures helps team members become comfortable relying on one another.

5. Interpersonal Relationships

Teams are composed of diverse individuals, each of whom comes to the team with his or her own set of values. Understanding and celebrating this diversity helps to make a stronger, more effective team.

6. Sharing Success and Failures

Everyone wants to feel appreciated. Within a team, members should be willing to express their appreciation, as well their criticisms, of others' efforts. Similarly, the organization

must be willing to reward the team for successful completion of a task and hold all members responsible for failure.

7. External Relationships

In the process of building a strong team, groups external to the team are frequently ignored. In order for the team to successfully complete its task, it cannot operate in isolation from the rest of the organization. Teams need help from people within the organization who control important resources. Establishing clear lines of communication with these people early on will facilitate the completion of the team's task.

Q30. What factors determine whether teams are to be successful?

Ans :

The four contextual factors most significantly related to team performance are adequate resources, effective leadership, a climate of trust, and a performance evaluation and reward system that reflects team contributions.

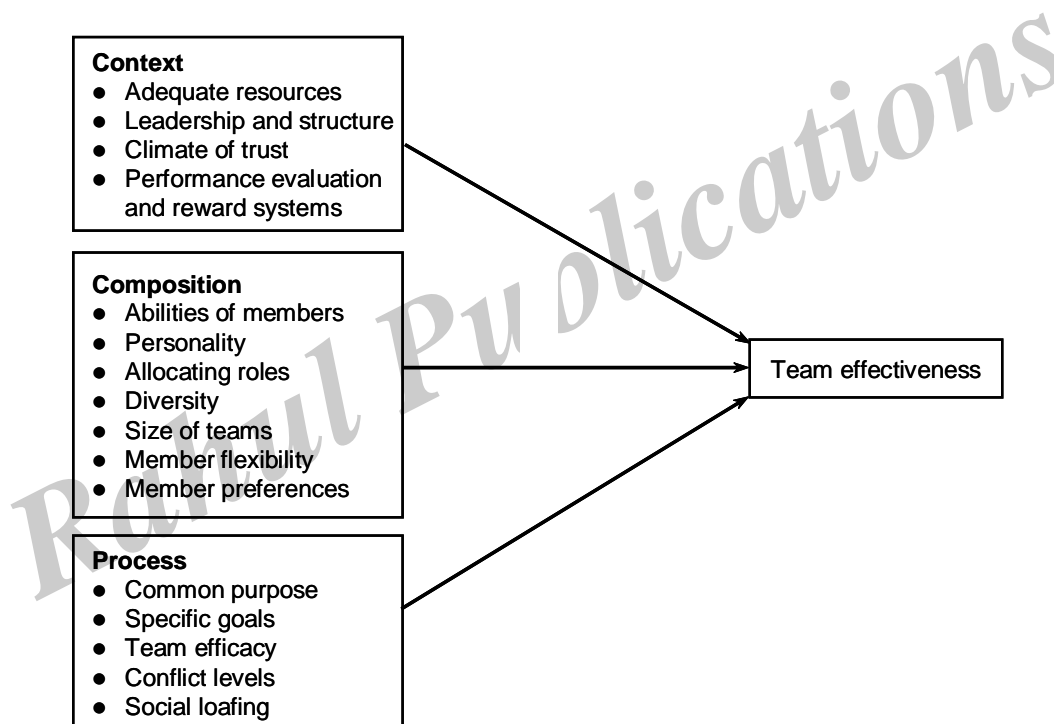


Fig : Team Effectiveness Model

A) Context

1. Adequate Resources

Teams are part of a larger organization system; every work team relies on resources outside the group to sustain it. A scarcity of resources directly reduces the ability of a team to perform its job effectively and achieve its goals. As one study concluded, after looking at 13 factors related to group performance, "perhaps one of the most important characteristics of an effective work group is the support the group receives from the organization." This support includes timely information, proper equipment, adequate staffing, encouragement, and administrative assistance.

2. Leadership and Structure

Leadership and Structure Teams can't function if they can't agree on who is to do what and ensure all members share the workload. Agreeing on the specifics of work and how they fit together to integrate individual skills requires leadership and structure, either from management or from the team members themselves. It's true in self-managed teams that team members absorb many of the duties typically assumed by managers. However, a manager's job then becomes managing outside (rather than inside) the team.

3. Climate of Trust

Members of effective teams trust each other. They also exhibit trust in their leaders. Interpersonal trust among team members facilitates cooperation, reduces the need to monitor each others' behaviour, and bonds members around the belief that others on the team won't take advantage of them. Team members are more likely to take risks and expose vulnerabilities when they believe they can trust others on their team.

4. Performance Evaluation and Reward Systems

How do you get team members to be both individually and jointly accountable? Individual performance evaluations and incentives may interfere with the development of high-performance teams. So in addition to evaluating and rewarding employees for their individual contributions, management should modify the traditional, individually oriented evaluation and reward system to reflect team performance. Group-based appraisals, profit sharing, gainsharing, small group incentives, and other system modifications can reinforce team effort and commitment.

B) Team Composition

The team composition category includes variables that relate to how teams should be staffed the ability and personality of team members, allocation of roles and diversity, size of the team, and members' preference for team-work.

1. Abilities of Members

Part of a team's performance depends on the knowledge, skills, and abilities of its individual members. It's true we occasionally read about an athletic team of mediocre players who, because of excellent coaching, determination, and precision teamwork, beat a far more talented group. But such cases make the news precisely because they are unusual. A team's performance is not merely the summation of its individual members' abilities. However, these abilities set limits on what members can do and how effectively they will perform on a team.

2. Personality of Members

Many of the dimensions identified in the Big Five personality model are also relevant to team effectiveness; a recent review of the literature identified three. Specifically, teams that rate higher on mean levels of conscientiousness and openness to experience tend to perform better, and the minimum level of team member agreeableness also matters: teams did worse when they had one or more highly disagreeable members. Perhaps one bad apple can spoil the whole bunch!

3. Allocation of Roles

Teams have different needs, and members should be selected to ensure all the various roles are filled. A study of 778 major league baseball teams over a 21-year period highlights the importance of assigning roles appropriately. As you might expect, teams with more experienced and skilled members performed better. However,

the experience and skill of those in core roles who handle more of the workflow of the team, and who are central to all work processes (in this case, pitchers and catchers), were especially vital. In other words, put your most able, experienced, and conscientious workers in the most central roles in a team.

We can identify nine potential team roles. Successful work teams have selected people to play all these roles based on their skills and preferences. (On many teams, individuals will play multiple roles.) To increase the likelihood the team members will work well together, managers need to understand the individual strengths each person can bring to a team, select members with their strengths in mind, and allocate work assignments that fit with members' preferred styles.

4. Diversity of Members

Many of us hold the optimistic view that diversity should be a good thing—diverse teams should benefit from differing perspectives and do better

5. Size of Teams

When teams have excess members, cohesiveness and mutual accountability decline, social loafing increases, and more people communicate less. Members of large teams have trouble coordinating with one another, especially under time pressure. Keep teams at nine or fewer members. If a natural working unit is larger and you want a team effort, consider breaking the group into subteams.

6. Member Preferences

Not every employee is a team player. Given the option, many employees will select themselves out of team participation. When people who would prefer to work alone are required to team up, there is a direct threat to the team's morale and to individual member

satisfaction. This suggests that, when selecting team members, managers should consider individual preferences along with abilities, personalities, and skills. High-performing teams are likely to be composed of people who prefer working as part of a group.

C) Team Processes

The final category related to team effectiveness is process variables such as member commitment to a common purpose, establishment of specific team goals, team efficacy, a managed level of conflict, and minimized social loafing. These will be especially important in larger teams, and in teams that are highly interdependent.

1. Common Plan and Purpose

Effective teams begin by analyzing the team's mission, developing goals to achieve that mission, and creating strategies for achieving the goals. Teams that establish a clear sense of what needs to be done and how consistently perform better.

2. Specific Goals

Successful teams translate their common purpose into specific, measurable, and realistic performance goals. Specific goals facilitate clear communication. They also help teams maintain their focus on getting results.

Consistent with the research on individual goals, team goals should also be challenging. Difficult goals raise team performance on those criteria for which they're set. So, for instance, goals for quantity tend to raise quantity, goals for accuracy raise accuracy, and so on.

3. Team Efficacy

Effective teams have confidence in themselves; they believe they can succeed. We call this team efficacy. Teams that have been successful in raise their beliefs about future success, which, in turn, motivates them to work harder.

4. Conflict Levels

The way conflicts are resolved can also make the difference between effective and ineffective teams. A study of ongoing comments made by 37 autonomous work groups showed that effective teams resolved conflicts by explicitly discussing the issues, whereas ineffective teams had conflicts focused more on personalities and the way things were said.

5. Social Loafing

Loafing Individuals can engage in social loafing and coast on the group's effort because their particular contributions can't be identified. Effective teams undermine this tendency by making members individually and jointly accountable for the team's purpose, goals, and approach. Therefore, members should be clear on what they are individually responsible for and what they are jointly responsible for on the team.

Q31. What are the differences between Groups and Teams.

(OR)

Distinguish between Groups and Teams.

(OR)

Compare and Contrast Groups and Teams.

Ans :

(Imp.)

S.No	Nature	Groups	Teams
1.	Purpose	The basic purpose of a work group is to interact primarily to share information.	The basic purpose of a work team is collective performance.
2.	Synergy	The performance of a work group is merely the summation of each group member's individual contribution. There is no positive synergy.	A work team generates positive synergy through coordinated effort. The level of performance of a team is greater than the sum of individual inputs.
3.	Leadership	Every work group must have strong and clearly focused leaders.	The teams do not have a clearly focused leader, they have shared leadership roles.
4.	Responsibility	The responsibility is individual	The responsibility is collective.
5.	Accountability	In a work group, the members are individually accountable.	In a team, there is both individual and mutual accountability.
6.	Objective	The basic objective of work groups is the attainment of the goals of the organization.	The teams have their own specific objectives that the teams themselves deliver.
7.	Meetings	The work group has formal and efficient meetings.	The team, generally, encourages open ended active problem solving meetings.
8.	Measurement of Effectiveness	The effectiveness of the work group is measured indirectly. For example, if the overall financial performance of the business is good, it will be presumed that the groups have also effectively contributed to the performance.	The effectiveness of the teams is directly measured by the teams by assessing the collective work products.
9.	Functioning	The functioning of the work group is that it discusses, decides and delegates.	The functioning of the team is that it discusses, decides and does real work.
10.	Size	Groups can be any size.	Teams are needed to be small.

2.7 GROUP COHESIVENESS

Q32. Define Group Cohesiveness ? Explain the factors affecting Group cohesiveness.

(OR)

Discuss the factors Influencing Group Cohesiveness.

(OR)

What is Group Cohesiveness ? Discuss the factors influencing Group Cohesiveness.

Ans : (Jan.-18, Dec.-15, Dec.-14, Imp.)

Meaning

Cohesiveness refers to the closeness among group members. Some groups seem to have a certain atmosphere of intimacy or common attitudes, behaviour and performance that is lacking in other groups. Group cohesiveness is generally regarded as characteristic of the group in which the factors acting on the group members to remain and participate in the group are greater than those acting on members to leave it.

Characteristics

- (i) Cohesiveness is an important indicator of the degree of influence of the group as a whole. The greater the cohesive-ness, the greater the group's influence on members.
- (ii) Highly cohesive groups are usually characterized by good feeling among members and an absence of tension, hostility and major conflicts.
- (iii) Highly cohesive groups are potentially better performers than non-cohesive groups.

Factors

Some groups have more cohesiveness while some others have less of it. The following elements influence the extent of cohesiveness in the group:

(i) Competition

Competition deeply affects the cohesiveness of the group. Competition can be of two types: (i) between the members of the same group, (ii) between one group and the other.

If the competition is between the members of the same group, it will reduce the group cohesiveness. If the competition is between one group and other, cohesiveness will increase.

(ii) Outer Threat

If one group gets threatened by the other group, then all the members of the first group will forget their bitterness and get united. Consequently, the group cohesiveness will increase. In this way, we can say that outer threat affects group cohesiveness.

(iii) Group Composition

The basis of the group composition is the specialities of its members. If all the members of a group have similar qualities, it is called homogeneous group. In such a group because of the similarity of nature of the members, there is more cohesiveness. On the contrary, if the members of the group have dissimilar nature, the group is called heterogeneous group. In such a group because of the dissimilarity of nature of the members group cohesiveness is less.

(iv) Group Size

The size of the group can both be large or small. If the size of the group is small members will be close to one another. As a result of it, there will be greater cohesiveness. On the contrary, if the size of the group is large, there is not regular meeting among the members as they may be spread over a large area. In such a group, the group cohesiveness will be less.

(v) Group Leadership

The extent of the group cohesiveness depends to a large extent on the leader of the group. If the leader possesses all the qualities of a good leader, it will have positive effect on the members. There will be more group cohesiveness. On the contrary, if the leader happens to be careless, it will have negative effect on the members. As a result of it, group cohesiveness will be less.

(vi) Success Rate

The members of the group that is regularly achieving its objectives successfully will be more satisfied. Such a group has more group cohesiveness. On the contrary, the members of a group who are regularly failing to achieve their objectives will be dissatisfied. In such a situation, the group cohesiveness will decidedly be less.

2.8 NORMS

Q33. Define Norms ? and explain relationship with Performance ?

Ans :

Group members follow standards of behavior that they all agree on. Once these standards have been accepted by everyone in the group, they become norms. Norms determine how the members should or should not behave in certain circumstances. The norms in an organization may be formalized or informalized norms. Formalized norms are described in organization manuals. These norms establish the rules and procedures that the employees should follow. Although organizations have written norms, most of the norms in organizations are informal, unwritten and unspecific.

The experiences of individuals regarding the type of behavior that helps or hinders their job performance and satisfaction give rise to these informal norms. Thus, depending on their effectiveness, informal norms can be functional or dysfunctional in nature. While norms of a functional nature help achieve organizational goals, norms of a dysfunctional nature do just the reverse.

Though every work group has a unique set of norms, there are certain classes of norms that are common to most work groups

i) Norms Pertaining to Performance Related Processes

Every member of a group is provided with explicit cues as to how hard they should work, level of output they should deliver, how they should get the job done, and how they should communicate. Although initially an individual's level of motivation and abilities

influence his performance, informal norms of an organization may have a greater influence on his level of performance.

ii) Appearance Norms

How to dress appropriately to work, how to appear loyal to the organization and to one's own group, how to appear busy - these are all appearance norms. In many organizations, for appearance's sake, employees have to show loyalty to the organization and desist from openly looking for another

iii) Norms pertaining to informal social arrangements

Such norms regulate social interactions within the group. They determine the friends that people make within the group and the people they have lunch with. Lunch groups in organizations are determined by such norms.

iv) Norms that regulate the allocation of resources

These norms regulate the assignment of overtime work, the assignment of projects, and the allocation of new tools and equipment.

Norms develop gradually within a group as group members learn what behavior is important for the effective functioning of the group. Most norms develop in response to :

- a) Explicit statements made by an influential member of the group
- b) Critical events in the group's history
- c) The initial pattern of behavior that emerges during the first meeting of the group.
- d) Carry over behavior from past situations.

Conformity to group norms is important for an individual to be accepted by the group. If a member defies group norms after having become the member of the group, the group can exert pressure on the member to change his attitude and behavior and bring it in line with the group's standards. Since individuals belong to various groups and since norms vary from group to group, it is not necessary that group members succumb to all such pressures. They may agree to conform only to the norms of the groups to which they desire to belong.

2.9 DECISION MAKING

Q34. Define Group Decision Making ? and Explain the Process of Decision Making.

Ans :

Meaning

Group decision making is an activity that has an underlying belief in the old adage "two heads are better than one". Most decisions in organizations are made in a group context.

Decision making is the process whereby a final choice is made among the different alternative courses of action that are available for solving complex problems. Group members with heterogeneous characteristics come together, understand the problems in a better way and hence develop creative alternatives leading to effective group decision making. When the issues to be decided are complex, and require varied skills, knowledge base, expertise and experience for generating the required solutions, group decision-making is very useful.

Process

Because the performance of a group involves taking into account the needs and opinions of every group member, being able to come to an equitable decision as efficiently as possible is important for the functioning of the group. There are a variety of ways to make decisions as a group; the seven-step decision-making model presented below offers an effective structure for choosing an appropriate course of action for a particular task or project. It can also be an effective method for dealing with a problem or interpersonal conflict that arises within the group.

1. Identify the decision to be made

Before beginning to gather information and list alternatives, it is important for you as a group to understand clearly what you are trying to decide so you have a goal on which to focus your discussions. Potential questions to ask are: What are the particulars of the assigned task? What are we being asked to do? What conflict is affecting our group effectiveness? What barrier to effective group work are we facing?

2. Analyze the issue under discussion

Once you have defined your goal (i.e., the decision to be made or the problem to be overcome), examine the data and resources that you already have, and identify what additional information you may need. Ask yourselves: What is causing the problem? For whom is this a problem? What is wrong with the current situation? Why do we need to deal with this issue/decision? Where else can we find resources?

3. Establish criteria

Identify the criteria or conditions that would determine whether a chosen solution is successful. Ideally, a solution will be feasible, move the group forward, and meet the needs of every group member. You may want to rank the criteria in order of importance (for example., circumstances may be such that some issues may not be fully resolved). Consider these questions: What would make a solution/decision successful? What issues need to be dealt with in the solution? What criteria will help us determine whether everyone is happy with the solution/decision? Are some criteria more necessary than others?

4. Brainstorm potential solutions

Using the resources and information collected above, brainstorm for potential solutions to the problem or decision identified in step 1. This involves collecting as many ideas as possible. At this stage, ideas should not be criticized or evaluated. Some questions to ask include: What are some possible solutions that would meet most of our established criteria? Are there any options that we may have overlooked? What could we do in the absence of constraints?

5. Evaluate options and select the best one

Once you have a list of potential solutions, you are now ready to evaluate them for the best alternative according to the criteria identified in step 3. Remember that you may be able to combine ideas to create a solution.

Ideally, everyone would agree with solution (a consensus), but it's possible that not everyone will. In this case, you will need to use a different decision making methods (see methods in next section). Additional questions to ask when evaluating alternatives are: What are the pros/cons for each option? Which option is the most realistic to accomplish for now? Which option is the most likely to solve the problem for the long-term?

6. **Implement the solution**

This involves identifying the resources necessary to implement the decision, as well as the potential obstacles, then taking action. Decide: What should be done? How? By whom? By when? In what order?

7. **Monitor and evaluate the outcome**

Based on the criteria identified in step 3, evaluate whether the decision was successful. If not, revisit step 4 to evaluate the other options or generate new ones.

Q35. Explain the different types and Mechanism for of Group Decision Making

Ans :

Types :

1. **Unanimous**

Unanimous decisions occur when all agree without reservation. They are easier for trivial matters, but very difficult for important and/or higher-pressure situations. Be careful not to confuse unanimity with consensus.

2. **Consensus**

In a consensus, each person agrees to support the decision, though all may not agree, and gives his or her consent. Despite differing perspectives, all agree that they can live with the decision. Consensus is the process most likely to ensure that each person's input is valued, heard and considered.

3. **Majority Rule**

Majority rule decisions are made when more than half the group votes in favor. This process is used frequently in democracies, and rarely in organizations. Majority decisions, as with

any voting situation, risk that you won't have full support and that those not in agreement with the majority may do something less than helpful later. It also carries the possibility of establishing an "us" versus "them" mentality.

4. **Expert**

In this scenario, the group delegates the decision-making responsibility to an expert or small subgroup. This type of process is good for situations that do not require the entire group's participation.

5. **Executive**

In an executive decision, the leader makes the call. Most decisions are executive, and should be. The big mistake is that often the kind and amount of participation leading up to this kind of decision-making isn't what it should be. The best decision-making is typically a highly participative executive decision. This approach is critical when dealing with issues such as team vision and mission.

6. **Default**

In this scenario, a decision is made by action, or more likely, inaction that forces a conclusion. It is a powerless form of decision-making and is best avoided.

Mechanisms

1. **Use Polling**

Polling can help determine where people are feeling about an issue without requiring anyone to commit him or herself to anything. Leaders might do this by asking a question like, "If we were to decide now, how many of you would favor doing Option 1?"

2. **Assign accountability**

Once a decision is made, by whatever mechanism, it is important that everyone know what is expected of them, and how they are going to be held responsible (by understanding actions required, due dates, and budgets). Leaders must also assign authority to each individual to act within their respective area of responsibility, or everything will be delegated upward for decision.

3. Articulate a clear process to manage conflict escalation

Murphy's law says that if something can go wrong, it will, so it is important to have a conflict escalation management procedure in place for two reasons. First, it is a mechanism for resolving disputes between peers. Second, if things go wrong, it is a means of keeping senior management informed. Escalation procedures can be built on a case-by-case basis.

Q36. What are the Methods and Techniques are used in group Decision Making.

Ans :

Methods

The different methods of group decision-making are:

- **The Majority Wins Scheme:** The group chooses the alternative solution which is initially supported by the majority of the members.
- **The Truth Wins Scheme:** Group member gather complete information, discuss the problem in detail and recognize that approach which is objectively correct.
- **The Two-thirds Majority Scheme:** In this method, the decision which is supported by two-thirds of the group members is made.
- **The First-Shift Rule:** In this method, the opinion first expressed by any member of the group is taken as the decision.
- **Status-quo Rule:** In this method, the group members tend to maintain the existing decisions.

Techniques

Managers in organizations often need to take decision based on consensus. They need members of a team to discuss, debate and decide on a mutually agreeable conclusion. Though group decision making is a powerful technique it has its own disadvantages as it is time consuming. Members may be unclear about their roles and if not handled well, there could be some bitter feelings between the members. Nevertheless, its advantages are more

than the possible disadvantages. As all the members are involved in the process, it is likely to be accepted easily and members would be more willing and abiding by the decision taken. Besides, there could be more generation of ideas with more information flow.

So, how can managers facilitate a productive group decision making process?

Listed below are a few techniques that can assist managers in their efforts towards arranging a meeting for the purpose of group decision making.

1. Brainstorming

It is a combination of group problem solving and discussions. It works on the belief that the more the number of ideas, greater the possibility of having a solution to the problem that is acceptable to all. It starts with the group generating ideas which are then analyzed, with action points based on the discussions.

2. Nominal Group Technique

In a nominal group technique, the team divides itself into smaller groups and generates ideas quietly. Possible options are noted down in writing and the team members further discuss these to narrow down the possible choices they would like to accept. Team members then discuss and vote on the best possible choice. The choice that receives the maximum vote is accepted as the group decision.

3. Multi-voting

It starts with a number of rounds of voting where an individual casts his/her vote for the options that are shortlisted. Each individual can cast one vote at a time. In this way the options favoring the maximum number of votes is carried to the next round. This process is repeated until a clear winning option is obtained.

4. Delphi Method

In this method of decision making, the facilitator allows team members to individually brainstorm their ideas and submit their ideas "anonymously". The other team members do

not know the owner of the ideas. The facilitator then collects all the inputs and circulates them among others for modifying or improving them. This process continues until a final decision is made.

5. Electronic Meeting

Here, the decision making process takes place virtually with the help of technology. Participants type any message they want to convey and this flashes on the screen of other participating members. In this process, the identity of the participants can be kept a secret and they can voice their opinions without any inhibitions.

Team decision making is a time-consuming process and before the team leader organizes participation of the full team, he/ she must be sure that he/ she has enough time and resources for the decision making process and choose a technique that is most appropriate in a given situation, keeping the profile of team members in mind.

Q37. What are the issues involved in Group Decision Making.

Ans :

When participation is encouraged in an organization, employees collectively work in groups to make contribution to the decision-making process. Group polarization, group think, and group problem-solving are issues related to group decision making.

1. Group polarization

When individuals think in a group, they take riskier decisions than when they make their own decisions. This is because of the influence of others who have a similar opinion about a particular situation. Individuals tend to alter their opinion if they are convinced by the viewpoint of others. This is referred to as group polarization.

2. Groupthink

When members of a group make decisions, they tend to opt for sub-optimal decisions

without evaluating the alternatives so as to go with the decision of the majority in the group. Decisions resulting from groupthink tend to be incorrect or suboptimal as the members try for unanimity in decisions.

3. Group problem solving

In order to overcome the problems of group polarization and groupthink, managers use problem solving techniques such as brainstorming, nominal group technique, and the Delphi technique in the decision-making process.

(i) Brainstorming

The brainstorming technique is used to generate all possible ideas for decision making. Members of a group offer suggestions randomly to solve a problem or make a decision. These ideas are not evaluated as soon as they are given by the members. This encourages generation of different kinds of ideas. Brainstorming aims to generate innovative and comprehensive ideas which help to bring up more alternatives in the decision making process.

(ii) The nominal group technique

This technique is used in the problem identification phase and other phases of the decision-making process, unlike the brainstorming technique, which is used only in the idea generation phase. In this technique, the participants do not have face-to-face interaction but their participation influences the decision.

(iii) The Delphi technique

The Delphi technique of group decision making is similar to the nominal group technique but the decision makers need not meet at the same place when this technique is used. As a first step, a small group of expert decision makers is formed. Each member of the group is given a questionnaire to be filled in with suggestions on the decision to be made. A feedback summarizing the results of the survey is sent to all the experts seeking their response to the results.

The process is repeated several times until a consensus among the experts is obtained. This technique avoids the personal bias of decision makers and generates innovative ideas without the group influence as direct interaction is not facilitated. However, the Delphi technique is time consuming and not suitable for short-term problems.

Q38. What are the advantages and disadvantages of Group Decision Making.

Ans : (Imp.)

Individual decisions and group decisions each have their own set of strengths. Neither is ideal for all situations. Major advantages of group decision-making include the following :

Advantages

(i) More complete information and knowledge

By aggregating the resources of several individuals, a greater sum of knowledge and information is brought to the decision.

(ii) Increased diversity of views

The heterogeneity opens up opportunity for more approaches and alternatives to be considered.

(iii) Increased acceptance of a solution

Participating in decision-making increases an individual's acceptance of final choice.

(iv) Increased understanding of reasons

Individuals can increase their understanding of the reasons underlying a decision when managers who can explain the reasons that are involved in group decision-making,

(v) Increased legitimacy

The group decision-making process is consistent with democratic ideals since individuals consult with each other before making a decision. Therefore, it may be perceived as being more legitimate than decisions made by a single person in an autocratic or arbitrary manner.

Disadvantages

The major drawbacks of group decision-making include the following :

(i) Pressures to conform

Members of the decision-making group may feel pressure to accept the decision supported by the majority.

(ii) Domination by the few

Group discussion can be dominated by one or a few members. If this dominant coalition is composed of low and medium-ability members, the groups overall effectiveness will suffer.

(iii) Time-consuming

Groups tend to use more time in arriving at a decision than an individual would use. This can limit management's ability to act quickly and decisively when necessary.

(iv) Ambiguous responsibility

Group members share responsibility, but who is actually accountable for the final outcome ? In an individual decision, it is clear who is responsible. In a group decision, the responsibility of any single member is watered down.

(v) Delaying progress

The group may not be able to reach a decision, thus delaying progress and leading to ill-will among its members.

(vi) Tentative solutions

When members of a group reach agreement on a tentative solution, They frequently refuse to look for a better approach.

Short Question & Answers

1. What is personality ?

Ans :

Personal characteristics that lead to consistent patterns of behavior. Observable patterns of behaviour that last over time (Trait theory). How the unconscious of an individual reacts to stimuli (Psychoanalytic theory). Self-actualization and the drive to realize one's potential (Humanistic theory).

(i) **According to Slocum and Hellriegel, 'Personality'** represents the overall profile or combination of stable psychological attributes that capture the unique nature of a person. It combines a set of mental and physical characteristics that reflects how a person looks, thinks, acts and feels.' Fred Luthans has defined personality as people's external appearance and traits, their inner awareness of self, and the person-situation interaction make up their personalities. S P Robbins observes that personality is 'sum total of ways in which an individual reacts to and interacts with others'.

(ii) **According to Gordon Allport,** "Personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment."

2. Explain the characteristics of learning.

Ans :

- (a) Learning is pervasive. It reaches into all aspects of human life.
- (b) Learning involves the whole person, socially, emotionally & intellectually.
- (c) Learning is often a change in the organisation of behaviour.
- (d) Learning is development. Time is one of its dimensions.
- (e) Learning is responsive to incentives. In most cases positive incentives such as rewards are

most effective than negative incentives such as punishments.

- (f) Learning is always concerned with goals. These goals can be expressed in terms of observable behaviour.
- (g) Interest and learning are positively related. The individual learns best those things, which he is interested in learning. Most boys find learning to play football easier than learning to add fractions.
- (h) Learning depends on maturation and motivation.

3. Social Learning Theory.

Ans :

Social learning theory emphasizes that people learn by observing other persons (models) whom they believe are credible and knowledgeable. Social learning theory also recognizes that behavior that is reinforced or rewarded tends to be repeated. The models' behavior or skill that is rewarded is adopted by the observer. According to social learning theory, learning new skills or behaviors comes from (1) directly experiencing the consequences of using that behavior or skill, or the process of observing others and seeing the consequences of their behavior.

According to social learning theory, learning also is influenced by a person's self-efficacy. Self-efficacy is a person's judgment about whether he or she can successfully learn knowledge and skills. A trainee with high self-efficacy will put forth effort to learn in a training program and is most likely to persist in learning even if an environment is not conducive to learning (e.g., noisy training room).

A person's self-efficacy can be increased using several methods: verbal persuasion, logical verification, observation of others (modeling), and past accomplishments. Verbal persuasion means offering words of encouragement to convince others they can learn. Logical verification involves

perceiving a relationship between a new task and a task already mastered. Modeling involves having employees who already have mastered the learning outcomes demonstrate them for trainees. Past accomplishments refers to allowing employees to build a history of successful accomplishments.

Social learning theory suggests that four processes are involved in learning: attention, retention, motor reproduction, and motivational processes.

Attention suggests that persons cannot learn by observation unless they are aware of the important aspects of a model's performance. Attention is influenced by characteristics of the model and the learner. Learners must be aware of the skills or behavior they are supposed to observe.

4. Define perception.

Ans :

Perception is the process by which organisms interpret and organize sensation to produce a meaningful experience of the world. Sensation usually refers to the immediate, relatively unprocessed result of stimulation of sensory receptors in the eyes, ears, nose, tongue, or skin.

Perception is the process through which the information from outside environment is selected, received, organized and interpreted to make it meaningful to us.

Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

Definitions

- (i) **According to Kolasa**, "Perception is selection and organization of material which stems from the outside environment at one time or the other to provide the meaningful entity we experience."
- (ii) **According to S.P. Robbins**, "Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment."

- (iii) **According to Joseph Reitz**, "Perception includes all those processes by which an individual receives information about his environment – seeing, hearing, feeling, tasting, and smelling."
- (iv) **According to Kolasa**, "Perception is selection and organization of material which stems from the outside environment at one time or the other to provide the meaningful entity we experience."
- (v) **According to S.P. Robbins**, "Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment."

5. Define Attitude.

Ans :

Attitude is a relatively permanent organizing or cognitive, perceptual, emotional, and motivational process with respect to some aspect of our environment. It is primarily a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object. Thus, an attitude is the way we think, feel, and act toward some aspect of our environment.

Definitions

- (i) **According to Bem**, "Attitudes are likes and dislikes."
- (ii) **According to Engel**, "Attitudes are an overall evaluation that allows one to respond in a consistently favourable or unfavourable manner with respect to a given object or alternative".
- (iii) **According to Allport**, "Attitude is learned predispositions to respond to an object or class of object in a consistently favorable or unfavorable way"

A definition of attitude popularized by cognitively oriented social psychologists is, "an enduring organisation of motivational, emotional, perceptual, and cognitive process with respect to some aspect of the individual's world".

6. Functions of Attitude.*Ans :*

In the study of organizational behaviour it is important to understand the functions of attitudes. Basically, attitudes help to predict work behaviour. Secondly, attitudes often help employees to adapt to their work environments. Katz describes the four different functions that attitudes play in this process.

i) Adaptive function

Expression of certain attitudes in particular social contexts has a utility (instrumentality) in obtaining rewards or avoiding punishments. Thus, attitudes help people to adjust to their environment.

ii) Ego-defensive function

Attitudes help people to protect their self-image. Individuals make use of various ego-defense mechanisms so that their attitude serves to justify their action and to defend the ego and the self-image.

iii) Value-expressive function

Attitudes provide people with a basis for expressing their values. Attitudes explain to others the "type" or the "sort" of person an individual believes himself to be, for instance, honest, tolerant, objective, neutral etc. Thus, the value-expressive function gives clarity to the self-image and at the same time brings that self-image closer to the heart's desire.

iv) Knowledge function : Attitudes form a frame of reference and supply standards to people so that they can organize and explain the world around them and thus can give sense and meaning to it. The knowledge function enables people to assess new information and to make judgements in new settings.**7. Define Attitude Change ?***Ans :*

Attitudes are very difficult to change, this is so because basically many of the individual's attitudes are acquired from, or significantly

influenced by, people whose affection, esteem, or respect he desires. Individuals receive "rewards" in the form of love, approval, or agreement when they express attitudes which are in harmony with those of their parents, friends or teachers. An individual is unlikely to change his attitude which has brought him approval in the past, without any assurance of greater approval following his attitude change.

Thus, one reason why attitudes are difficult to change is because they elicit rewards and an individual does not want to part with rewards unless he is assured of greater ones to follow.

Another reason is "prior commitments". An individual feels committed to a particular course of action and is unwilling to change.

One more factor is "insufficient information". An individual sometimes does not see any reason to change his attitude and continues happily with it though his boss may not like that attitude in him being negative. If the boss can provide more information to him and explain why a negative attitude is detrimental to career progress, the individual may discontinue to have a negative attitude.

8. Characteristics of Groups.*Ans :*

A group is a collection of people, collectively working for a common achievement. Following points identify the characteristic features of groups.

1. Two or More People

Aggregation of at least two persons. The size of the group will be determined by rules and regulations of the organisation.

2. Collective Identity

Each member of the group must be aware about their membership and must believe that he is a member and is a participant of the group.

3. Interaction

Interaction means that each member shares his ideas with others through communication and this communication can take place, face to face, in writing, over the telephone, across a computer network or in any other manner

which allows communication among group members. Each member must interact at least occasionally with one or more members of the group.

4. Shared Goal Interest

Members of the group should subscribe to the attainment of some common objectives. If a group has a variety of objectives or interests, each member of the group must share at least one of the groups concerns. The shared goal interest binds the group members together.

5. Importance of Groups

Groups play a vital role in an individual's and in organisational life. They are considered as the building blocks of an organisation.

Organisational success directly depends upon the degree of effectiveness of groups. Following points highlight the benefits that groups serve to individuals and the organisation.

9. Define team.

Ans :

Meaning

A team is a cooperative group whose members interact with each other towards the accomplishment of specified objectives. In many organizations, employees work in regular small groups called teams where their efforts must fit together like the pieces of a picture puzzle. When their work is interdependent, they act as a work team and seek to develop a cooperative state called teamwork.

- (i) **According to Katzenbach and Douglas Smith**, "A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable."
- (ii) **According to Stephen P. Robbins**, "A work team is a collection of people whose individual efforts result in a level of performance which is greater than the sum of their individual contributions".

10. Define group Cohesiveness

Ans :

Cohesiveness refers to the closeness among group members. Some groups seem to have a certain atmosphere of intimacy or common attitudes, behaviour and performance that is lacking in other groups. Group cohesiveness is generally regarded as characteristic of the group in which the factors acting on the group members to remain and participate in the group are greater than those acting on members to leave it.

Characteristics

- (i) Cohesiveness is an important indicator of the degree of influence of the group as a whole. The greater the cohesive-ness, the greater the group's influence on members.
- (ii) Highly cohesive groups are usually characterized by good feeling among members and an absence of tension, hostility and major conflicts.
- (iii) Highly cohesive groups are potentially better performers than non-cohesive groups.

11. Type A and Type B Personality.

Ans :

Type A individuals tend to be very competitive and self-critical. They strive toward goals without feeling a sense of joy in their efforts or accomplishments.

Interrelated with this is the presence of a significant life imbalance. This is characterized by a high work involvement. Type A individuals are easily 'wound up' and tend to overreact. They also tend to have high blood pressure (hypertension).

Type B personality is characterized by a relaxed, patient, and easy-going nature. Individuals with a Type B personality work steadily, enjoying achievements, but do not tend to become stress when goals are not achieved.

People with Type B personality tend to be more tolerant of others, are more relaxed than Type A individuals, more reflective, experience lower levels of anxiety and display a higher level of imagination and creativity.

Choose the Correct Answers

1. Behaviour is the pattern of how a person response to a stimulus. [c]
(a) Individual behaviour (b) Group behaviour
(c) Normal behaviour (d) All the above
2. Hypothetical construct that represents an individuals. [a]
(a) Attitude (b) Innocent
(c) Intelligence (d) Performance
3. A physical capacity of an individual. [a]
(a) Ability (b) Skill
(c) Knowledge (d) All the above
4. Psychological characteristic of human being. [a]
(a) Personality (b) Person
(c) Public (d) None
5. Individual who give preference to group interest. [a]
(a) Agreeableness (b) Acceptance
(c) Association (d) None of the above
6. _____ is a process consist of several sub processes. [a]
(a) Perception (b) Personality
(c) Person (d) All the above
7. _____ is one of the more sophisticated forms of perceptual organisation. [a]
(a) Constancy (b) Continuity
(c) Consistency (d) None
8. _____ refers an individual general towards his job. [a]
(a) Jobsatisfaction (b) Job dissatisfaction
(c) Both A & B (d) None of the Above
9. _____ develop in the process need satisfaction. [a]
(a) Attitude (b) Performance
(c) Probability (d) All the above
10. A _____ is two or more people who work together for a common purpose. [b]
(a) Individual (b) Group
(c) A & B (d) None

Fill in the blanks

1. _____ is a hypothetical construct that represent an individual's like or dislike for an item.
2. The physical capacity of an individual to do something can be termed as _____ .
3. _____ can be defined as the ability to act in a way that allows a person to perform well.
4. _____ can be defined as a tendency to. respond favourably or unfavourably to certain, object, persons of situations.
5. _____ can be defined as the study of the characteristics and distinctive traits of an individual.
6. _____ can be defined as the process of. Leading to relatively permanent behavioral change.
7. _____ affect what a person percieves.
8. _____ refers to an individual. General towards his job.
9. _____ is the process where by a final choice is made among the different alternative courses of action.
10. _____ also can influnce the effectiveness of performance of members.

ANSWERS

1. Attitude
2. Ability
3. Skill
4. Altitude
5. Personality
6. Learning
7. Expectations
8. Job satisfaction
9. Decision Making
10. Rewards

UNIT III

Motivation, Morale and Culture

Motivation: Theories of Motivation - Motivational Processes - Content Theories (Maslow, Herzberg, McClelland) - Process Theories (Adam, Victor, Vroom and Lawler and Porter) - Learning and Reinforcement Theory.

Morale: Factors influencing Morale

Organisational Culture: - Characteristics - Dimensions – Forming a Culture - Sustaining a Culture - Changing a Culture.

3.1 MOTIVATION

Q1. Define Motivation ? Explain the nature of motivation.

Ans : (Dec.-15)

Meaning

'Motivation' is derived from the word 'motive'. Motive refers to the needs, wants, drives, impulses within individuals.

Motivation may be defined as the process of stimulating people to action, to accomplish desired goals. It involves arousing needs and desires in people to initiate and direct their behavior in a purposive manner.

Definitions

- (i) **According to Likert** "It is the core of management which shows that every human being gives him a sense of worth in face-to-face groups which are most important to him. A supervisor should strive to treat individuals with dignity and recognition of their personal worth."
- (ii) **According to S. P. Robbins** "Motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort and ability to satisfy some individual need."
- (iii) **Dalton E. McFarland** "Motivation refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behavior of human beings."

Nature

A manager gets results through other people. His effectiveness on a large extent depends on the willingness of his employees to do the assigned tasks with interest and enthusiasm. Motivation is the work a manager performs to inspire and encourage people to take the required action. According to Scott motivation is a process of stimulating people to action to accomplish desired results. Motivation has three distinct features:

1) It results from a felt need

Motivation triggers behavior impelling a person to action.

2) It is goal directed

Motivation is a driving state that channels behavior into a specific course that is fulfillment of a felt need.

3) It sustains behavior in progress

It persists until the satisfaction or reduction of a need state occurs.

Further, motivation is a personal and internal feeling. The feeling arises from needs and wants. Human needs are unlimited. Fulfillment of one set of needs gives rise to other needs. Therefore motivation is a continuous process. Since needs are interrelated a person cannot be partly motivated as he is a self contained and inseparable unit.

The success of an organization ultimately depends on how effectively managers are able to motivate their subordinates. In the other words of

Allen, poorly motivated people can nullify the soundest organization. It is not easy to understand the complexities involved in motivating people. If an employee has an argument with his boss and fails to report to work the next day it may appear that his behavior is a result of the confrontation. However his behavior may actually be motivated by a combination of factors including overwork, family illness or some other problems.

Q2. Explain the steps involved in motivation.

Ans :

Motivation is a continuous process, according to Jucius the following steps are being adopted in motivation process:

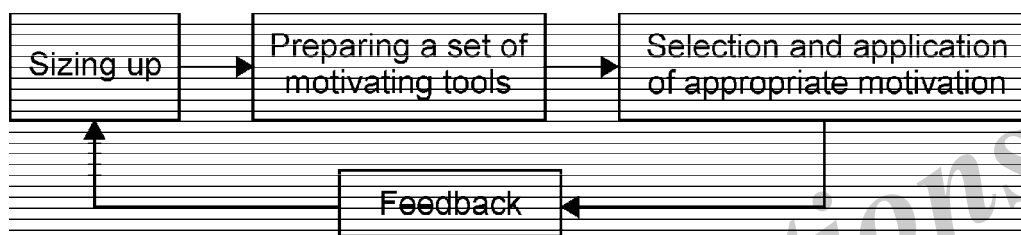


Fig.: Process of Motivation

1. Sizing up

Every individual has motivational needs. But they vary from individual to individual. This step involves ascertaining or determining the motivational needs of individuals. All employees need motivation but of various kinds and in varying degrees.

2. Preparing a Set of Motivating Tools

There are so many tools of motivation. Different nuts can be tightened by proper spanner; the same way every individual needs a motivation tool that benefits him. Thus the management has to enlist such motivational tools with a view to make them available when needed.

3. Selection and Application of Appropriate Motivation

The manager has to select, the types of motivation required for different types of personnel. He has to take decision to apply the same after selection. Every manager has to consider where and when motivation is to be provided. The place, time and the purpose of selecting and providing motivation are of ultimate importance.

4. Feedback

Having applied the motivations, it is important to find out how effective had a particular motivation been.

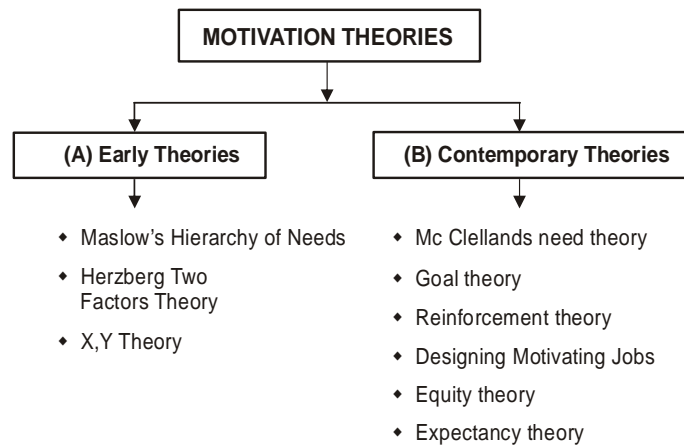
3.2 THEORIES OF MOTIVATION

Q3. What are the Various Theories of Motivation?

Ans :

There is no shortage of models, strategies and tactics for motivating employees as a result, firms constantly experiment with new motivational programmes and practices.

Types of Motivation Theories



3.2.1 Motivational Processes

Q4. Write about steps involved in Motivation process.

(OR)

Outline the process of motivation ?

Ans :

Motivation can also be defined as a condition that is initiated by a physiological or psychological deficiency or need in an individual, which causes the individual to behave in a certain manner in order to achieve a particular goal or incentive.

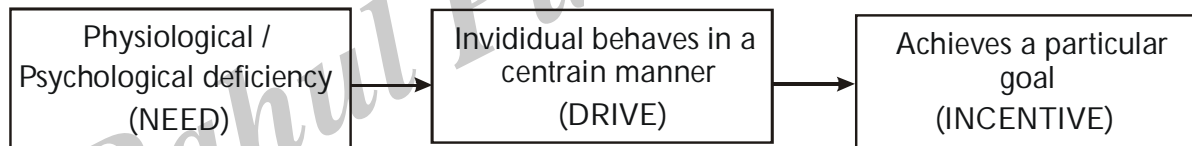


Fig. : The Motivation Process

Motivation consists of three interacting and interdependent elements - needs, drives and incentives. Needs form the basis for drives, which in turn seek the attainment of certain incentives. To understand the process of motivation, we should first understand the meaning of needs, drives and incentives, and the relationship between them.

i) Physiological / psychological deficiency (Need)

A physiological or psychological imbalance leads to the creation of a need. For example, the need for food or water arises when a person is hungry or thirsty. Similarly, people who are deprived of the company of other people may look for friends or companions.

However, psychological needs may sometimes arise without any deficiency or imbalance. For instance, a person who has a strong need to progress may move from success to success. Even if a person has several extraordinary achievements to his credit, he may still feel the need to achieve more. For example, many millionaires strive to make more and more money, even though they are considered rich by regular standards.

ii) Individual behaves in a certain manner (Drive)

Drives or motives (the two terms are used interchangeably) propel individuals to attain their goals or satisfy their needs. A physiological drive is a condition which causes a person to work in a

particular direction. Both physiological and psychological drives push an individual towards achieving a certain goal or accomplishing a certain task. Drives constitute the core element in motivation. For example, the need for food and water is transformed into the drives of hunger and thirst, and the need to achieve manifests itself as the achievement drive.

iii) Achieves a Particular Goal (Incentive)

Anything that can mitigate a need and decrease the intensity of a drive is called an incentive. When a person obtains the incentive, the strength of that drive is reduced and physiological or psychological balance is restored. For example, eating food, drinking water, or finding friends reduces the corresponding drives and helps in achieving balance. Here food, water and friends are the incentives.

3.3 CONTENT THEORIES

Q5. Explain the content theories of motivation?

Ans :

The content theories of motivation attempt to identify and prioritize the needs and drives that motivate people at work. They deal with the goals and incentives that people strive for in their work environment. Although these theories have some limitations and do not always explain motivation and behavior at work successfully, they have proved useful in providing insights into motivating people.

The earliest content theory of scientific management was pioneered by Frederick W. Taylor, Frank Gilbreth and Henry L. Gantt. The scientific management theory of motivation considered money to be the only incentive. Subsequent theories began to consider factors such as working conditions and work security to be incentives. Still later, the possibility of satisfying "higher level" needs or motives also came to be considered as incentives.

Examples of such needs are: the needs for esteem and self-actualization, identified by Maslow; responsibility, recognition, achievement and advancement as proposed by Herzberg; and growth and personal development as identified by Alderfer.

3.3.1 Maslow Theory

Q6. Explain in detail Maslow's need Hierarchy theory

Ans :

(Imp.)

There are two types of needs—Basic and Secondary or acquired. Basic needs are important for survival whereas acquired needs are not so important. We know various needs are felt by a man but do not know about their preferential order. A. H. Maslow solved this problem and presented a theory on priority order of needs. Some important prepositions of Maslow's need priority model are as under:

- 1) Man is wanting animal.
- 2) A satisfied need is no longer a motivator, and
- 3) Needs have hierarchy of importance.



Fig.: Maslow's Hierarchy of Need Theory

Maslow suggested the following points:

- i) There are five levels of needs.
- ii) All these needs are arranged in a hierarchy.
- iii) A satisfied need is no longer a need. Once a need or a certain order of need is satisfied it ceases to be a motivating factor.
- iv) Once one level of need is satisfied, the next level of need will emerge as the depressed needs seeking to be satisfied.
- v) The physiological and security needs are finite but the needs of higher order are infinite and are likely to be dominant in persons at higher levels in the organization.
- vi) Maslow suggests that various levels are interdependent and overlapping. Each higher level emerging before the lower level need

has been completely satisfied. Even though a need is satisfied it will influence behavior because of interdependent and overlapping characteristic of needs.

Maslow has further classified the needs as lower order needs and higher order needs. First two needs in the hierarchical order are lower needs and rests three are higher order needs.

Maslow has presented the hierarchy of needs in the following order.

1. Basic Physiological Needs

The needs that are taken as the starting point for motivation theory is so-called physiological needs. These needs relate to the survival and maintenance of human life. These needs include such things as food, clothing, shelter, air, water and other necessities of life.

2. Safety and Security Needs

After satisfying the physiological needs, people want the assurance of maintaining a given economic level. They want job security, security of source of income, provision for old age, insurance against risks, etc.

3. Social Needs

Man is social being. He is therefore, interested in conversation, sociability, exchange of feelings and grievances, companionship, recognition, belongingness, etc. Non-satisfaction of this level of needs may affect the mental health of the individual.

4. Esteem Needs (or) Ego Needs

Egoistic needs can take inward and outward orientations. Inward directed ego needs embrace such things as self-confidence. Independence, achievement, competence, knowledge and success. They have to be earned by the individual himself through his intelligence and hardwork.

They lead to 'earned recognition' by the society. Outwardly directed ego needs are concerned with prestige, status and other marks of respect because of some position in the organization or control over economic, social and political power.

5. Self-Actualization Needs

The final step under the need priority mode is the need for self-fulfillment or the need to fulfill what a person considers to be his mission in life. It involves realizing one's potentialities for continued self-development and for being creative in the broadest sense of the work. After his other needs are fulfilled, a man has the desire for personal achievement.

He wants to do personal achievement. He wants to do something which is challenging and since this challenge gives him enough dash and initiative to work, it is beneficial to him in particular and to the society in general. The sense of achievement gives him psychological satisfaction.

Evaluation of Maslow's Need Priority Model

Maslow's theory represents a significant departure from economic theories of motivation. As a result the theory has an important impact in the following ways.

- 1) The theory presents an entire array of noneconomic worker needs. If an employee does not respond to economic incentives, managers have alternative sources of employee motivation to consider.
- 2) Maslow's hierarchy provides an important explanation for the changing motivations of workers overtime.
- 3) It is said that the theory offers some useful ideas for helping managers think about motivating their employees.
- 4) It accounts for both interpersonal and intrapersonal variations in human behavior.
- 5) The need hierarchy model is dynamic in that it presents motivation as a constantly changing force, expressing itself through the constant striving for fulfillment of new and higher levels of needs.
- 6) Maslow's approach to human behavior marks a total departure from earlier approaches. Called humanistic psychology, Maslow's approach is based on existential philosophy.

3.3.2 Herzberg Two Factor Theory

Q7. Explain briefly about Herzberg's two factor theory of Motivation .

Ans :

(Dec.-15)

Herzberg has developed a motivation theory known as motivation hygiene theory or two-factor theory of motivation. For this purpose, he conducted a study and interviewed some 200 engineers and accountants and asked them to think of a time when they felt good at their jobs and a time when they felt bad at their job and then to describe condition which led to such feelings.

Researchers concluded that factors responsible for job satisfaction are different from factors that led to dissatisfaction. Job satisfaction and job dissatisfaction are not possible to each others. Absence of job satisfaction does not mean in job dissatisfaction but it no job satisfaction. The factors so identified were classified by him into two categories:

1. Motivational Factors

These factors are related to the nature of work (job content) and the intrinsic to the job itself. These factors have a positive influence on morale, satisfaction, efficiency and higher productivity. Some of these factors are Achievement, Recognition, Work itself, Responsibility, Advancement, and Possibility of Growth.

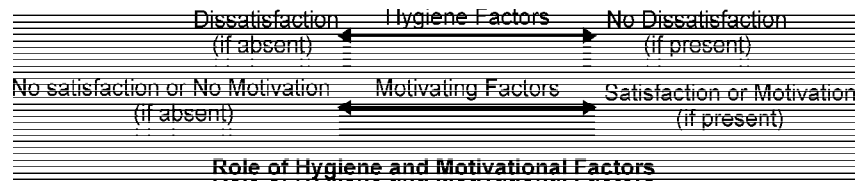
2. Hygiene Factors/Maintenance Factors

Hygiene factors do not motivate people. They produce no growth but prevent loss. The absence of these factors leads to job dissatisfaction. The elimination of dissatisfaction does not mean satisfaction and these factors simply maintain a "zero level of motivation".

For example, if a person indicated "low pay as a cause of dissatisfaction, it would not necessarily identify" "high pay" as a cause of satisfaction. Some of these factors are Company Policies and administration, Relationship with supervisor, Work conditions, Salary, Relationship with peers, Personal life, Relationship with subordinates, Status, job Security.

Herzberg's Classification of Maintenance and Motivational Factors

Motivational Factors ↓	Hygiene Factors (or) Motivational factors ↓
1) Job context	1) Job content
2) Extrinsic factor	2) Intrinsic factors
3) Company policy and administration	3) Achievement
4) Quality of supervision	4) Recognition
5) Relations with supervisors	5) Work Itself
6) Work conditions	6) Responsibility
7) Salary	7) Advancement
8) Peer relations	8) Possibility of growth
9) Personal life	10) Relations with subordinates
	11) Status
	12) Job security



Herzberg noted that the two sets of factors are one-dimensional as their effect can be seen in one direction only. If hygiene factors are present, they act as maintenance factors and if they are absent, they act as dissatisfiers. Removing dissatisfying characteristics from a job does not necessarily make the job satisfying.

But if motivators are present, they provide satisfaction or motivation to the individual. And if motivators are absent, the individual will get no satisfaction. Thus, satisfaction and dissatisfaction are independent rather than opposite ends of the same continuum as was traditionally believed.

Criticisms

1. Job satisfiers and dissatisfiers where recognize at two different qualitative factors where as these two are opposite factors.
2. The procedure used by Herzberg is limited by its methodology.
3. The model does not give sufficient emphasis to the motivating qualities of pay, status, etc. which are important motivators.
4. The difference between motivational and maintenance factors are not clear. They can be used interchangeably in different situation.
5. The theory is based on small sample.

Q8. State the assumptions of Theory X and Theory Y.

Ans :

(Jan.-20)

Theory X :

1. Workers have an inherent dislike towards their job and they will avoid their job if it is possible for them.
2. Workers have little or no ambition in their work life and are not concerned about their career growth.
3. They tend to resist changes and also avoid responsibilities.
4. They are basically self-centered and do not care about organizational goals and objectives. In other words, their goals are contrary to the organizational goals.
5. They prefer to be led by others rather than lead others.
6. Workers in general are not intelligent and are mostly gullible.

Theory Y :

1. The average human being does not dislike work. Work is as natural as play or rest. Work may be a source of satisfaction or punishment depending upon the controllable conditions.
2. External control and the threat of punishment are not the only means for accomplishing the organizational objectives. Workers are committed to objectives and exercise self control and self direction to achieve them. They are fully conscious of their job.

3. The average man works under proper conditions, not only to accept but seek responsibilities. Avoidance of responsibility, lack of ambition and emphasis on security are not the inherent qualities of the man but they are all consequences of experience.
4. The rewards for the execution of work is that it should be properly recognized. Satisfaction of ego and actualization needs can be product of efforts directed towards organizational objective.
5. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems is widely distributed in the population i.e. labour co-operates the management in solving the problems of the organization.
6. Human abilities and capabilities are not fully developed till now with reference to modern industrial system. Management has ample scope to develop the intellectual potentialities of the average human being.

3.3.3 McClelland

Q9. Write about Mc Clelland theory of Motivation.

(OR)

Critically Examine Mc Clelland Theory of Motivation.

Ans : (Jan.-18)

In his acquired-needs theory, David McClelland proposed that an individual's specific needs are acquired over time and are shaped by one's life experiences. Most of these needs can be classed as either achievement, affiliation, or power. A person's motivation and effectiveness in certain job functions are influenced by these three needs. McClelland's theory sometimes is referred to as the three need theory or as the learned needs theory.

1. Achievement

People with a high need for achievement seek to excel and thus tend to avoid both low-risk and high-risk situations. Achievers avoid low-risk situations because the easily attained

success is not a genuine achievement. In high-risk projects, achievers see the outcome as one of chance rather than one's own effort. High need individuals prefer work that has a moderate probability of success, ideally a 50% chance. Achievers need regular feedback in order to monitor the progress of their achievements. They prefer either to work alone or with other high achievers.

2. Affiliation

Those with a high need for affiliation need harmonious relationships with other people and need to feel accepted by other people. They tend to conform to the norms of their work group. High need individuals prefer work that provides significant personal interaction. They perform well in customer service and client interaction situations.

3. Power

A person's need for power can be one of two types - personal and institutional. Those who need personal power want to direct others, and this need often is perceived as undesirable. Persons who need institutional power (also known as social power) want to organize the efforts of others to further the goals of the organization. Managers with a high need for institutional power tend to be more effective than those with a high need for personal power.

4. Thematic Appreciation Test

McClelland used the Thematic Appreciation Test (TAT) as a tool to measure the individual needs of different people. The TAT is a test of imagination that presents the subject with a series of ambiguous pictures, and the subject is asked to develop a spontaneous story for each picture. The assumption is that the subject will project his or her own needs into the story.

Psychologists have developed fairly reliable scoring techniques for the Thematic Appreciation Test. The test determines the individual's score for each of the needs of achievement, affiliation, and power. This score can be used to suggest the types of jobs for which the person might be well suited.

Q10. What are the differences between McClelland theory and Maslow Theory.

Ans :

(Jan.-18)

- As the name suggests, Maslow's arrange human needs into a hierarchy while McClelland did not. Maslow suggested that only one type of need is motivating at a time while McClelland believed all three types of needs were motivating at the same time but in different ways.
- McClelland's theory is often used in a managerial context while Maslow's hierarchy is used in a more general context.
- McClelland's theory focused on needs that are social in nature while Maslow's cover more groups of needs (e.g., physical, self-actualization, safety).

Q11. What are the difference between Herzberg's two factory theory and Maslow's need theory of motivation

Ans :

(Dec.-15)

S.No.	Basis For Comparison	Maslow's Need Hierarchy Theory	Herzberg's Two-factor Theory
1.	Meaning	Maslow's Theory is a general theory on motivation which states that the urge to satisfy needs is the most important factor in motivation.	Herzberg's Theory on motivation says that there are various factors existing at the workplace that causes job satisfaction or dissatisfaction.
2.	Nature	Descriptive	Prescriptive
3.	Relies on	Needs and their satisfaction	Reward and Recognition
4.	Order of needs	Hierarchical	No sequence
5.	Core concept	Unsatisfied needs stimulate individuals.	Gratified needs regulate behavior and performance.
6.	Division	Growth and deficiency needs.	Hygiene and motivator factors.
7.	Motivator	Unsatisfied needs	Only higher order needs

3.4 PROCESS THEORIES

3.4.1 Adam Theory

Q12. Write about Adam Theory of motivation.

(OR)

Explain briefly about Adam theory of motivation?

Ans :

(Dec.-12)

Equity theory of work motivation is based on social exchange process. Adam's has crystallized it in a more formal way. This theory suggests that people are motivated to maintain fair relationship between their performance and reward in comparison to others.

Assumptions

- Individuals make contributions (inputs) for which they expect certain rewards (outcomes individuals decide whether or not, a particular exchange is satisfactory, by comparing their inputs and outcomes with those of others and try to rectify the inequality.

- Exchange relationship between a person's input / outcomes in relation to those of other persons may be of three types.
- Over paid inequity, under paid inequity and equity.

Various Types of Inputs and Outputs

Inputs	Outputs
Efforts	Pay
Time	Promotion
Education	Recognition
Experience	Security
Training	Personal development
Ideas	Benefits
Ability	Friendship opportunity

1. **Overpaid Inequity.** When the person perceives that his outcomes are more as compared to his inputs in relations to others. Thus, the relationship is given below.

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} > \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

In this case, the person experiences guilt feeling.

2. **Underpaid Inequity.** The person perceives that his outcomes are lower as compared to his inputs in relationship to others.

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} < \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

Here, the person experiences dissonance.

3. **Equity.** The person perceives that his outcomes in relation to his inputs are equal to those of others.

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

In this case, the person experiences satisfaction.

The impact of inequality on the person is as follows :

1. Perceived inequity creates tension in the person.
2. The amount of tension is proportional to the magnitude of inequity.
3. The tension created in the person will motivate him to reduce it.
4. Thus motivation is to reduce inequity in proportional to the perceived inequity.

The Ways / Methods to Re-establishing Equity

1. **Changing his Inputs**

Inputs can be changed to lower (or) higher extent to match the outcomes (in case of under paid inequity or over paid inequity).

2. Changing Perceptions about Inputs and Outcomes

A person may re-establish equity between his inputs and outcomes by changing his perception.

3. Changing his Outcomes

The person may attempt to change his outcomes by persuading/pressuring those who are responsible for the decision of outcomes.

4. Changing Inputs and Outcomes of Others

The person may try to re-establish equity by persuading other persons to change their inputs or by changing his perceiving about the inputs/outcomes relationship of others.

5. Changing the Persons Compared

If relationship produces inequity, while comparing with the particular people, then the persons may be replaced by someone else whose relationship produces equity.

6. Changing the Situations

The person can try to change the situation in which he perceives inequity, he may opt for transfer to another department or location in the same organization or may leave the organization itself.

Implications

- The theory makes managers realize that equity motive tends to be one of the most important motives of the people in the organization.
- This theory is based on the principle of "equal work".
- Feeling or perceptions in work setting are important factor in work setting.

Difficulties

- It is difficult to assess the perception/misperception of people about inputs/outcomes relationships.
- Equity is a matter of comparison. The process by which the person decides whom to compare himself with is not clearly understood.

- Equity theory does not specify the actions which a person will take to re-establish equity if he perceives inequity.

3.4.2 Victor Theory

Q13. Explain the victor theory of motivation.

Ans :

(Dec.-12)

Motivation is compulsory and important as it is one of the factors which helps in influencing the performance of the individuals. For effective utilization of organizational facilities it is very essential for the organization to motivate its employees. In an organization, all the superiors/leaders should motivate their subordinates so that they can make use of right type of behaviours.

The following points help us to know the importance of motivation in an organization.

1. Increases Performance Level of Employees

When the employees are motivated, they will increase their performance level. The performance of a motivated employee is higher than other employees. According to a study conducted by William James, it was revealed that motivated employees make use of 80 to 90 percent of their abilities.

For an organization to become successful, it should have high performing employees which can be obtained only through motivation.

2. Reduces Employee Turnover and Absenteeism

In an organization, high turnover and absenteeism will lead to number of organizational problems. But, when the employees are motivated, they would want to remain in the organization and their absenteeism is also very low. It takes number of years to recruit, train and develop several new personnel into a working team. This also influences the organizational reputation adversely.

3. Accepts Organizational Changes

Organizational are established in a society and in today's rapidly changing environment for dealing with the changes in society, it is very

essential for an organization to include changes. But, many employees in an organization resist change because of which change is not accepted in an organization. So, the employees should be motivated, as motivated employees accepts, initiates and executes changes for maintaining the organization on a right track.

➤ **Goal Theory**

Another theory usually considered under the heading of motivation to work is goal theory, or the theory of goal- setting. This theory is based mainly on the work of *Locke*.

The basic premise of goal theory is that people's goals or intentions play an important part in determining behaviour. Locke accepts the importance of perceived value, as indicated in expectancy theories of motivation, and suggests that these values give rise to the experience of emotions and desires. People strive to achieve goals in order to satisfy their emotions and desires. Goals guide people's responses and actions. Goals direct work behaviour and performance, and lead to certain consequences or feedback. Locke subsequently pointed out that goal-setting is more appropriately viewed as a motivational technique rather than as a formal theory of motivation.

➤ **Goal-setting and Performance**

The combination of goal difficulty and the extent of the person's commitment to achieving the goal regulates the level of effort expended. People with specific quantitative goals, such as a defined level of performance, or a given deadline for completion of a task, will perform better than people with no set goal or only a vague goal such as do the best you can. People who have difficult goals will perform better than people with easier goals.

Gratton refers to 'Stretch goals' which are ambitious, highly targeted opportunities for breakthrough improvements in performance. These goals should stem from critical success indicators and come from deep discussions within the company, and from collaboration within and across task forces, and lead to development of activities and tactics to achieve the goals. People lacking positive motivation at work may also help gain improved results and a better sense of achievement by setting themselves specific goals, and identifying tasks directly related to their work and measurable targets of time and performance.

Goal theory has a number of practical implications for the manager.

- Specific performance goals should systematically be identified and set in order to direct behaviour and maintain motivation.

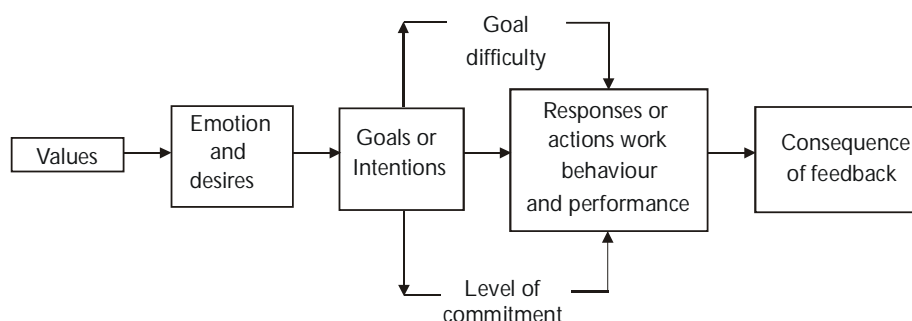


Fig.: An Illustration of Locke's Theory of Goal-setting

- Goals should be set at a challenging but realistic level. Difficult goals lead to higher performance. However, if goals are set at too high a level, or regarded as impossible to achieve, performance will suffer, especially over a longer period.
- Complete, accurate and timely feedback and knowledge of results is usually associated with high performance. Feedback provides a means of checking progress on goal attainment and forms the basis for any revision of goals.
- Goals can be determined either by a superior or by individuals themselves. Goals set by other people are more likely to be accepted when there is participation. Employee participation in the setting of goals may lead to higher performance.

Much of the theory of goal-setting can be related to the system of management by objectives. MBO is often viewed as an application of goal-setting, although MBO was devised originally before the development of goal-setting theory.

A number of research studies have attempted to examine the relationship between goal-setting and performance. Although, almost inevitably, there are some contrary findings, the majority of evidence suggests strong support for the theory, and its effects on motivation. However it is viewed, the theory of goal-setting provides a useful approach to work motivation and performance. And Hannagan goes so far as to suggest that at present goal-setting is one of the most influential theories of work motivation applicable to all cultures.

3.4.3 Vroom Expectancy Theory

Q14. Discuss about Vrooms Expectancy Theory.

(OR)

Write a Critical note on Vroom's expectancy theory of motivation.

Ans. :

(June-16, Imp.)

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfil them, Vroom's expectancy theory separates effort (which arises from motivation), performance, and outcomes.

Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this.

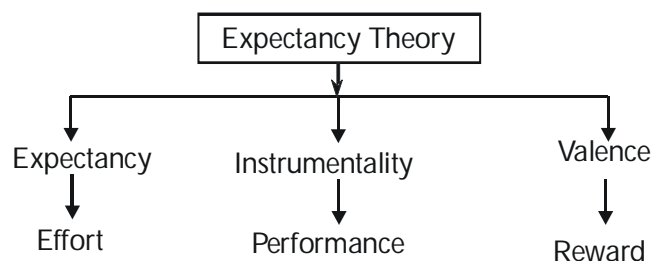


Fig.: Expectancy Theory

i) Expectancy

Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:

1. Having the right resources available (e.g. raw materials, time).
2. Having the right skills to do the job.
3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job).

ii) Instrumentality

Instrumentality is the belief that if you perform well that a valued outcome will be received. The degree to which a first level outcome will lead to the second level outcome. i.e. if I do a good job, there is something in it for me. This is affected by such things as:

1. Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward 'game'.
2. Trust in the people who will take the decisions on who gets what outcome
3. Transparency of the process that decides who gets what outcome

iii) Valence

Valence is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off.

The three elements are important behind choosing one element over another because they are clearly defined: effort-performance expectancy ($E > P$ expectancy) and performance-outcome expectancy ($P > O$ expectancy).

- **$E > P$ expectancy:** our assessment of the probability that our efforts will lead to the required performance level.
- **$P > O$ expectancy:** our assessment of the probability that our successful performance will lead to certain outcomes.

Crucially, Vroom's expectancy theory works on **perceptions** so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organization, it doesn't mean that someone won't perceive that it doesn't work for them.

Implication

1. Vroom clarifies the relationship between individuals and organizational goals.
2. Instead of assuming that satisfaction of a specific need is likely to influence organizational objectives in a certain way, we can find out how important to the employee are the Various second-level outcomes (goals), the instrumentality of various 1st-level outcomes (organizational objectives) for their attainment and the expectancies that are held with respect to the employees ability to influence the 1st - level outcomes.

Thus Vroom's theory proposes that a managers job is to design an environment for performance, necessarily taking into accounts the differences in various situations.

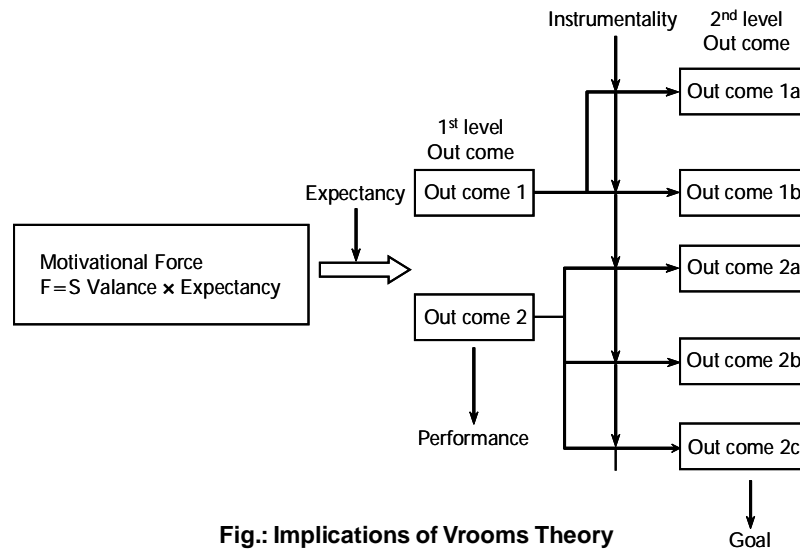


Fig.: Implications of Vrooms Theory

Disadvantages

1. It is difficult to research and apply in practice.
2. Very few research studies were designed.
3. Vroom himself depended largely upon researches.
4. This model does not give the manager practical help in solving his motivational problem.

3.4.4 Porter-Lawler Model

Q15. Write about porter - lawler model of motivation.

Ans :

Porter and Lawler proposed a multivariate model to explain the complex relationship that exists between job attitudes and job performance. This model encounters some of the simplistic traditional assumptions made about the positive relationship between satisfaction and performance. "The emphasis in expectancy theory on rationality and expectations seems to us to describe best the kinds of cognition that influence managerial performance. Managers operate on the basis of some sort of expectancies which, although based upon previous experience, are forward-oriented in a way that does not seem to be as easily handled by the concept of habit strength".

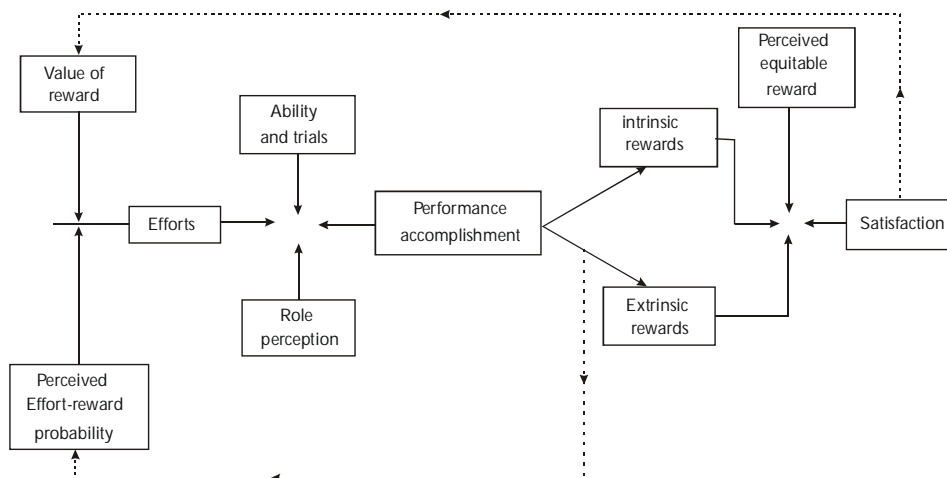


Fig.: Porter - Lawler Model

1. Effort

Effort refers to the amount of energy exerted by an employer on a given task. Perceived reward probability refers to the individuals perception of the probability that differential rewards depend upon differential amounts of efforts. These two factors-values of reward and perception of effort-reward and perception of effort-reward probability-determine the amount of effort that the employee will put in.

2. Performance

Performance is determined by the amount of effort and the ability and role perception of the individual. If an individual has little ability and or in accurate role perception, his performance may be ineffective inspite of this putting in great efforts.

3. Rewards

Performance is seen as leading to intrinsic rewards (sense of accomplishment and actualization) and extrinsic rewards (states and working conditions). Intrinsic rewards are much more likely to produce attitudes about satisfaction that are related to performance the perceived equitable reward virtually affect the performance - satisfaction relationship. They reflect the fair level of rewards that the individual feelings should be given for a given level of performance.

4. Satisfaction

If actual rewards meet or exceed perceived equitable rewards, the individual will feel satisfied. But if the actual rewards do not meet the perceived reward then he will be dissatisfied.

- Satisfaction is only in part determined by actual rewards.
- Satisfaction is more dependent on performance then performance is on satisfaction.

Implication

This model suggests that managers should carefully asses their reward structures and that through careful planning and clear definition of role

requirement, the effort performance-reward-satisfaction system should be integrated into an entire system of managing.

3.5 LEARNING AND REINFORCEMENT THEORY**Q16. Explain the concept of learning.**

Ans :

Meaning

Learning is a permanent change in behavior due to experience or training. Learning is understood as the adaptation of behavior through practice, training, or experience.

Definition

According to Carl Rogers (1983), learning is a powerful encouragement for many employees to stay in certain organizations. Learning has a major impact on individual behavior as it influences abilities, role perceptions and motivation. Along with its role in individual behavior, learning is necessary for knowledge management. Knowledge management enhances an organization's capacity to acquire, share and utilize knowledge for success. There are five important components of learning.

Learning involves change that may be for good or bad. Change may not be evident until a situation arises in which the new behavior can occur. Learning is not always reflected in performance. Second component of learning is that not all changes reproduce learning. To constitute learning, change should be comparatively permanent.

Temporary changes may be only reflective and fail to represent any learning. This requirement rules out behavioral changes caused by fatigue or drugs. Thirdly, learning is reflected in behavior that is a change in an individual's thought process or attitude, not accompanied by behavior. Learning needs to result in behavior potentiality and not necessarily in the behavior itself. The reason for this difference is that an individual may learn but owing to lack of motivation, may not show any changed behavior.

The change in behavior should take place as a result of experience, practice or training. This implies that behavior caused from maturity, disease, or physical damages do not constitute learning.

Q17. Explain the framework of learning.

Ans :

There are four theories which give details about the process of learning. They are Classical conditioning, Operant conditioning, Cognitive theory and Social learning theory.

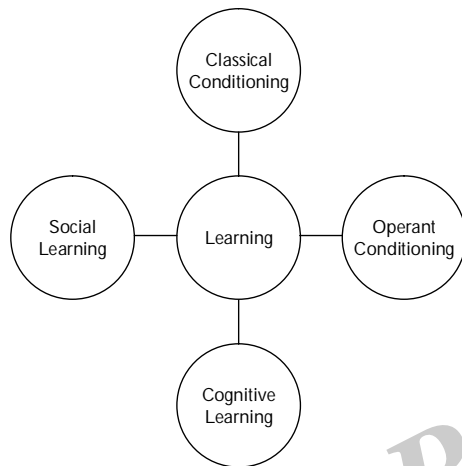


Fig.: Frame work of Learning

- i) **Classical conditioning**
 Classical conditioning is based on the principle that a physical event referred as a stimulus that originally does not a particular response and gradually acquires the capacity to elicit that response as a result of repeated pairing with a stimulus that elicits a reaction. This category of learning of is relatively common and has an important role in such reactions as strong fears, taste aversions, some aspects of sexual behaviour and even racial or ethnic prejudice. The first model, classical conditioning, was initially recognized by Pavlov in the salivation reflex of dogs. Salivation is an innate reflex, or unconditioned response, to the presentation of food, an unconditioned stimulus. Pavlov demonstrated that dogs could be conditioned to salivate merely to the sound of a buzzer (a conditioned stimulus), after it was sounded a number of times in conjunction with the presentation of food. Learning is said to occur

because salivation has been conditioned to a new stimulus that did not elicit it initially. The pairing of food with the buzzer acts to reinforce the buzzer as the prominent stimulus.

ii) **Operant conditioning**

Another important theory about learning is operant conditioning also known as instrumental conditioning denotes to the process that people's behaviour produces certain consequences. If actions of people have pleasant effects, then they will be more likely to repeat them in the future. If, however, their actions have unpleasant effects, they are less likely to repeat them in the future. Therefore, this theory showed that behaviour is the function of its consequences. The well-known Skinner box verified operant conditioning by placing a rat in a box in which the pressing of a small bar produces food. Skinner displayed that the rat eventually learns to press the bar regularly in order to obtain food. Besides reinforcement, punishment produces avoidance behaviour, which appears to weaken learning but not curtail it. In both types of conditioning, stimulus generalization occurs that is the conditioned response may be elicited by stimuli similar to the original conditioned stimulus but not used in the original training. Stimulus generalization has huge practical significance, because it allows for the application of learned behaviours across different contexts. Behaviour alteration is a type of treatment resulting from these stimulus/response models of learning. It operates under the assumption that if behaviour can be learned, it can also be unlearned. Operant conditioning emphasizes voluntary behaviours.

iii) **Cognitive learning**

Cognitive theory of learning presupposes that the human being learns the significance of various objects and event and learned responses depending on the meaning assigned to stimuli. Wolfgang Kohler demonstrated that a protracted process of trial-and-error may be replaced by a sudden understanding that grasps the interrelationships of a problem. This process, called

insight, is more similar to piecing together a puzzle than responding to a stimulus. Edward Tolman (1930) showed that unrewarded rats learned the layout of a maze, yet this was not apparent until they were later rewarded with food. Tolman referred to this latent learning, and it has been recommended that the rats developed cognitive maps of the maze that they were able to apply immediately when a reward was offered. The cognitive theory of learning is applicable in the modern managerial practices. Many motivation theories centre on the concept of cognition. Expectations, attributions and locus of control are all cognitive concepts requiring attention while encouraging workers.

iv) Social Learning Theory

This theory is also referred as observational learning, social learning theory, highlights the capability of an individual to learn by observing others. The central models may include parents, teachers, peers, motion pictures, TV artists, and bosses. An individual obtains new knowledge by observing what happens to his or her model. This is commonly known as vicarious learning. A learner acquires unspoken knowledge and skills through vicarious learning. Social learning has significant relevance in organizational behaviour. A great deal of what is learned about how to behave in organizations can be explained as the result of the process of observational learning. A new hire obtains job skills by observing what an experienced employee does. Observational learning also occurs in a very informal and in unarticulated manner

Q18. Explain the theory of Reinforcement?

Ans :

Reinforcement Theory of motivation aims at achieving the desired level of motivation among the employees by means of reinforcement, punishment and extinction. Reinforcement approach, which can be both positive and negative, is used to reinforce the desired behavior. Punishment acts as a deterrent to undesirable behaviors of the employees. Extinction refers to diminishing the probability of undesirable behavior.

The Reinforcement Theory was proposed by B.F. Skinner and his associates. It is based on the concept of "Law of Effect", i.e., the behavior of individual towards positive consequences tends to repeat, but the behavior of individual towards negative consequences tends not to repeat.

Skinner said, "Behavior which is reinforced tends to be repeated; behavior which is not reinforced tends to die out or be extinguished".

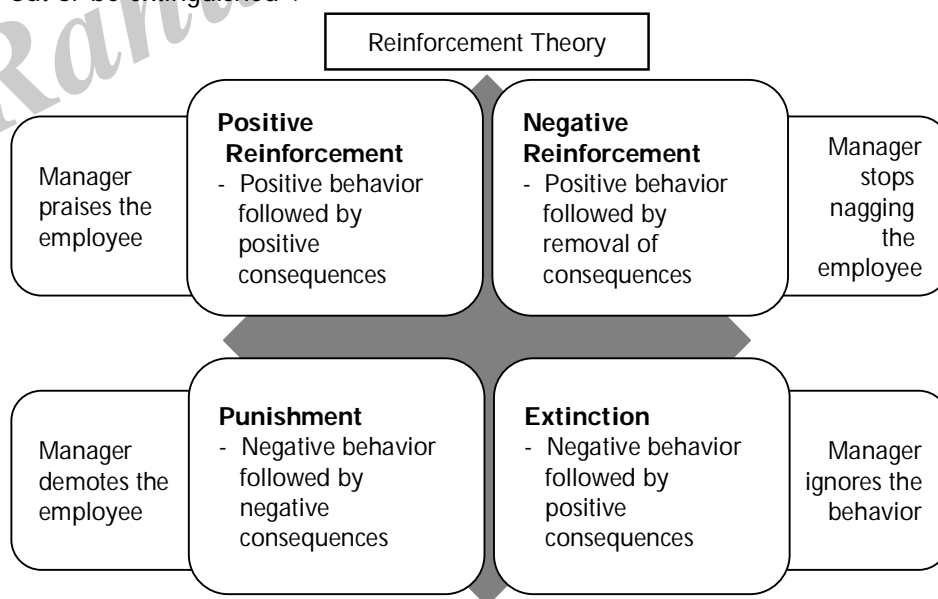


Fig.: Reinforcement Theory

Behavior that elicits consequences is called as the operant behavior and the reinforcement theory works on the relationship between the operant behavior and the associated consequences. This process is called the Operant Conditioning and the change in the behavior is caused due to the reinforcement given after the response.

3.6 MORALE

Q19. Define Morale and explain different types of morale.

Ans : (Dec.-12)

Meaning

Morale is defined by various terms from different standpoints. In military situation morale means enthusiasm to accomplish the assigned task or esprit-de-corps in sports it may mean self confidence of a team, in education it may be the eagerness to learn by students, in business it is associated with the desire to achieve the goals. So it is an overall attitude of an individual or group towards all aspects of their work e.g., the company, the job, the supervisors, fellow workers, working conditions, etc.

Definitions

- (i) **According to Flipppo** has described morale "as a mental condition or attitude of individuals and groups which determines their willingness to co-operate.

Good morale is evidenced by employee enthusiasm, voluntary confirmation with regulations and orders, and a willingness to co-operate with others in the accomplishment of an organization's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associates."

- (ii) **According to Yoder**, "morale is a feeling, somewhat related to esprit de corps, enthusiasm or zeal. For group of workers,

morale, according to a popular usage of the word, refers to the over-all tone, climate or atmosphere of work, perhaps vaguely sensed by the members.'

Types

The following are the two types of morale :

1. Individual and Group Morale

Individual morale is a single person's attitude towards work, environment etc. Whereas group morale reflects the general attitude of a group of persons. Group morale is everybody's concern and may go on changing with the passage of time. Individual and group morale are interested but not necessarily identical. They have an effect on each other. The individual's personal perception of the present conditions may be high but the group's perception may be low or vice-versa.

2. High or Low Morale

Morale may be referred to high morale or low morale. In the words of McFarland, high morale exists when employee attitudes are favourable to the total situation of a group and to the attainment of its objectives. Low morale exists when attitudes inhibit the willingness and ability of an organization to attain its objectives. The words such as zeal, enthusiasm, loyalty, dependability denote high morale. Low morale may be described by words like lack of interest, laziness, apathy, bickering, jealousy, quarrelsome, pessimism, etc.

3. Morale and Motivation

Morale and motivation are inter related but differ from each other. Morale refers to the attitude of a person towards his work and environment while motivation is a process to inspire people. Motivation is an inner feeling which energizes a person to work more for satisfying his unsatisfied demands. Motivation

revolves round needs and incentives while morale will determine the willingness to co-operate.

Morale is a group phenomenon while motivation is an individual's readiness to work more. Moral is related to the combination of various factors operating at work but motivation concerns to the job only. Motivation helps in mobilizing energy while morale is concerned with the mobilization of sentiments.

4. Morale and Productivity

Morale reflects the attitude of employees towards their work, it will be of interest to know if it has any bearing on productivity. A number of research studies reveal that there is no direct relationship between morale and productivity. High morale may lead to higher productivity but in some cases production may go down even. It is generally felt there is a positive relation between morale and productivity but the degree may not be the same. For example, 10 per cent increase in morale may lead to higher productivity but production may not necessarily increase by 10 per cent.

Miller and Form have given four combinations of productivity and morale viz:

- i) High productivity-high morale
- ii) Low productivity high morale
- iii) High productivity-low morale; and
- iv) Low productivity-low morale.

The first situation occurs when the individual is satisfied from the job and prevailing environment. He will try to achieve high standards of performance which will lead to higher productivity. In the second situation (low productivity and high morale) the employee may be satisfied from his work and situations prevailing, showing high morale. Lack of proper teaching of the employee, lack of administrative skill of the supervisor, defective materials, out-dated technology may lead to low productivity in spite of high morale.

In the third-situation, management may use strict supervision, prescribe punishments for low productivity and use better technology for raising productivity in spite of low morale. The fourth situation occurs where factors obtained in combination of high productivity high morale are lacking. There is a complexity of relationship between morale and productivity. This relationship cannot always be predicted. It may differ from organization to organization and from one time to another time.

3.6.1 Factors influencing Morale

Q20. What are the factors that influencing morale ?

Ans :

(Jan.-18, Dec.-12)

The employee morale is a very complex phenomenon and is influenced by many factors. Different authors like McFarland, Bradshaw and Krugman, Roach and Apple white name given different criterion for the determination of morale.

On the basis of all these classifications, the important factors in the determination of levels of morale are as describe below :

1. The Organization

The first factor affecting the employee morale is the organization itself. The organization influences the worker's attitudes to their jobs. The public reputation of an organization may build up for better or worse, their attitudes towards it.

2. The Nature of Work

The nature of the work, the worker is expected to perform also affects his attitude towards the job as well as his morale. If the employee is expected to perform routine or specialized jobs, he will feel bored and alienated. Repetition of the same task again and again makes the working situation worse for the employees. Another factor is the large impersonal organizational structure. Sometimes, if the employee feels that he is just a cog in the machine instead of a person, his morale will become very low. Lack of

understanding of organizational goals may also affect the morale. Another factor which causes low morale is the assembly line operations moving at a constant speed.

3. The Level of Satisfaction

The level of satisfaction, a worker derives from his job is another determinant of morale. If the job factors and the satisfaction they bring is perceived to be favourable by the employee morale will tend to be higher than if there factors seem to be unfavourable. The job factors include the factors such as opportunities for promotions, job security, steadiness of employment, opportunities to learn the job and to use his own ideas, pay working conditions, recognition, cooperativeness of co-workers, group relationship etc.

4. The Level of Supervision

The level of supervision received by an employer has a tremendous influence on his morale. High rate of employee turnover indicates that the leadership is ineffective. On the other hand, if employees are given freedom to do the job, their morale will be high. Nobody likes to be supervised all the time.

5. Concept of Self

What is the employee's concept of himself? The answer to this question influences the attitudes of the employees to the organizational environment. How an employee perceives himself, is a very important question. The morale of persons who have lots of self confidence or who enjoy good mental and physical health is generally high as compared to those who lack self confidence or suffer from poor physical or mental health.

6. Worker's Perception of Rewards System

The worker's perception of past rewards and future opportunities for rewards affect their morale to a substantial extent. If the workers regard the rewards as fair and satisfactory,

their morale will tend to be higher than if the perception is in the opposite direction. Moreover, if the rewards and opportunities for the future tend to be bleak, morale will tend to be low as compared to the situation where the worker perceives opportunities for satisfaction and for attainment in the rewards that lie ahead in the future.

6. The Employee's Age

Studies have reported that age and morale are directly related. Other things being equal, elder employees seem to have higher morale. This is because of the reason that perhaps younger workers are more dissatisfied with higher expectations than their elders. The older employees have more stability which comes with maturity, a serious attitude towards job, more reliability, less absenteeism, proven steady work habits, a sense of responsibility and loyalty and less tendency to be distracted by outside interest as influences.

7. The Employee's Educational Level

Studies have concluded an inverse relationship in the educational level of the employee and his morale. Higher the educational level lower will be the job satisfaction and vice versa. The higher he thinks he should be the more dissatisfied he will be.

8. The Employee's Occupational Level

The occupational level of the employee also influences his level of morale. The higher up in organisational hierarchy an employee is higher will be his morale. The morale of the people who are lower in the levels of hierarchy is generally low because they compare their own attainments with those of others.

10. The Off the Job Activities of the Employee

The relationship of an employer with his family and work group influences his behaviour and attitude while he is on the job.

His off the job activities e.g. whether his family life is happy or not, whether he has excessive drinking habits etc. The influences and pressures of a formal and informal group have a significant effect on the morale of workers.

3.7 ORGANIZATIONAL CULTURE

Q21. Define Organizational Culture ?

(OR)

What is Organizational Culture?

Ans : (Jan.-18, Dec.-15)

Meaning

The term culture is an Anthropological term. Culture refers to the underlying values, beliefs and codes of practice that makes a community what it is).

Culture is generally subjective and reflects the meanings and understanding that we typically attribute to situations.

Definition

According to Deal and Kennedy says that culture is the single most important factor accounting for the success or failure of an organization.

The following are the definitions of organizational culture.

- (i) Organizational culture is defined as the set of assumptions, beliefs, values and norms that are shared by an organization's members.
- (ii) **According to Edgar and Schein**, organizational climate is a pattern of basic assumptions invented, discovered (or) developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valuable and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems

Thus, organizational culture is a set of assumptions that the members of an organization share in common. The assumption may be in the

form of internally oriented characteristics or externally-oriented characteristics. Internally-oriented characteristics include values, attitudes, beliefs, feelings, personality types etc., also known as abstract elements of culture. Externally-oriented characteristics include buildings, products, dresses etc., also known as material elements of the culture.

3.7.1 Characteristics

Q22. Explain the characteristics of organizational culture.

Ans :

The important characteristics of organizational culture are,

(a) Behavioural Regularities

When organizational members interact with one another, they use common terminology, language and rituals related to respect and behaviour.

(b) Norms

These include behavioural standards including guidelines on how much to work.

(c) Values

Every organization advocates and expects its employees to share. Some examples are high product quality, low absenteeism and high efficiency.

(d) Philosophies

These are some policies that an organization believes as how to treat its customers and/or employees.

(e) Rules

There are some guidelines to get along in the organization. New employees should learn them to be treated as a member of the organization.

(f) Organizational Climate

This refers to the physical layout, the way the participants interact the way in which the members of the organization conduct themselves with customers, outsiders etc.

3.7.2 Dimensions

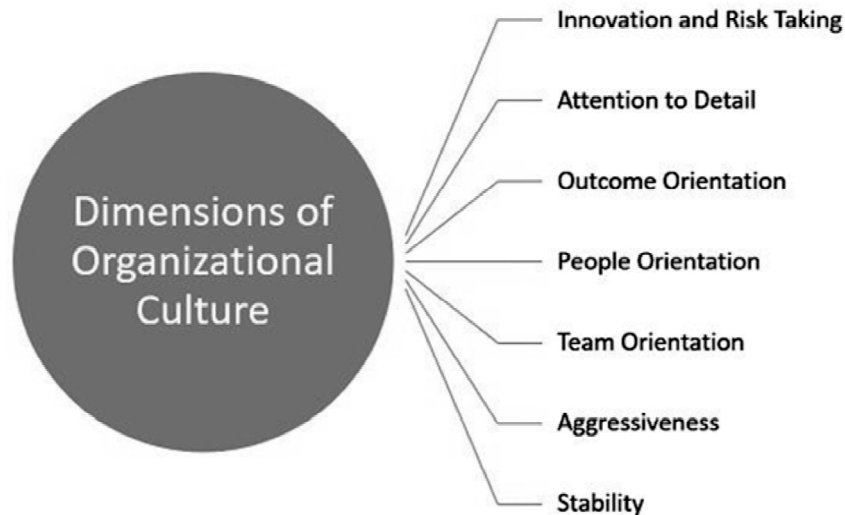
Q23. Explain the dimensions of organization culture.

(OR)

What are the Dimensions of Organization Culture.

Ans :

(Jan.-20, June-16)



- **Innovation and Risk-Taking** : The extent to which employees are motivated to become innovative, willing to experiment and take risks.
- **Attention to detail** : The standard to which organizations workers are expected to work on precision, analysis and pay attention to details.
- **Outcome Orientation** : The degree to which the company's management is oriented towards the outcomes instead of the strategies and processes employed to achieve them.
- **People Orientation** : The extent to which the impact of the decisions made and the consequences of these decisions on people of the organization are considered by the management, through greater participation. Hence, it is all about the degree of value and respect for people working in the organization.
- **Team Orientation** : The extent to which relevance is given to effective teamwork in comparison to the individual efforts and contributions to the organization, by way of collaborative problem-solving.
- **Aggressiveness** : It is all about the employee's approach to the work, i.e. the extent to which employees show competitiveness towards work, instead of having a casual approach.
- **Stability** : It determines how open an organization is, with respect to change. Moreover, it is also associated with the company's status quo, i.e. to what extent the company gives preference on maintaining the statement of affairs.

3.7.3 Forming a Culture

Q24. Explain the different types of organizational culture ?

Ans.:

a) Mechanistic and Organic Cultures

The mechanistic organizational culture exhibits the values of bureaucracy and feudalism. Organizational work is conceived as a system of narrow specialism and people think of their careers mainly within these specialism.

Authority is thought of as flowing down from the top of the organization down to the lower levels and communication flows through prescribed channels. There is a great deal of departmental loyalty and interdepartmental animosity, a strong "we" versus "they" perception. This sort of culture resists change and innovation.

Contrast is the organic culture. Formal hierarchies of authority, departmental boundaries, formal rules and regulations and prescribed channels of communications are frowned upon.

There is great deal of emphasis on task accomplishment team work and free flow of communication, formal and informal. In given problem situations, the persons with expertise may yield far more influence.

There is a widespread understanding within staff of the problems, threats and opportunities the organization is facing and there is willingness and preparedness to take appropriate roles to solve the problems.

The culture stresses flexibility, consultation, change and innovation. CMC, a central Government organization comes to one's memory when one describes organic culture.

b) Authoritarian and Participative Cultures

In the authoritarian culture, power is concentrated on the leader and obedience to orders and discipline are stressed.

Any disobedience is punished severely to set an example to others. The basic assumption is that the leaders knows what is good for the organization and he or she always acts in its

interests. Participative cultures tend to emerge where most organizational members are professionals or see themselves as equals.

The participative culture is premised on the notion that people are more committed to the decisions that are participatively made than to those which are imposed on them.

Further, group problem-solving leads to better decisions because several new points and information are shared during discussions.

c) Subculture and Dominant Cultures

Each department of an organization may have its own culture, in which case there is subculture. An organizational culture emerges when there is an integration of all the departments into an unified whole.

Within any given unit, the tendency for integration and consistency will be assumed to be present, but it is perfectly possible for coexisting units of a larger system to have cultures that are independent and even in conflict with each other.

d) Strong and Weak Cultures

In an organization having strong culture, the core values are both intensely held and widely shared by its members.

Such employees develop strong loyalty to the organization. The Hindu of Madras comes to one's memory in this context. One benefit of a strong culture is reduced turnover and positive employee attitude. A strong culture demonstrates high agreement among members about what the organization stand for. Such unanimity of purpose builds cohesiveness and organizational commitment. The opposite will happen when culture is weak.

The danger with strong organizational culture is that it leads to "group thinking", collective blind spots and resistance to change and innovation.

e) National Culture Vs Organizational Culture

Organisational culture is influenced by the culture of the land, irrespective of the origin of the company. Go to any company

operating in India, Indian or foreign, the local culture is visible. The holidays declared, festivals celebrated, functions organized and other cultural activities reflect Indian ethics.

Q25. Explain the Process of Creating Culture.

(OR)

Discuss how Organizational Culture can be developed.

Ans : (Jan.-18, Dec.-15, Imp.)

The process of creating organisational culture involves four sequentially followed steps. They are,

1. Establishment of values
2. Creation of vision
3. Operationalising values and vision
4. Socialization of employees

1. Establishment of Values

Establishment of the values that govern the members of the organization is the first step in creating organisational culture. Values of a business that guide the action, are created by the people responsible for managing it. In this connection Peters and Waterman described the type of values followed by many famous companies.

- A belief is being the best.
- A belief in the importance of the details of execution.
- A belief in the importance of people as individuals.
- A belief in superior quality and service.
- A belief that most members of the organization should be innovative.
- A belief in the importance of informality to enhance communication.
- A belief in and recognition of the importance of economic growth and profits.

2. Creation of Vision

Vision is the projection about what should be done in the future to achieve the stated goals.

It is derived from the values created in the first step. A visionary company has following characteristics, as stated by *Collins and Porras*.

- i) A visionary company holds a distinctive set of values from which it does not deviate.
- ii) It expresses its core purpose in enlightened terms which provides challenges for actions.
- iii) It develops a visionary scenario of its future, decides actions accordingly and implement these.

3. Operationalising Values and Vision

Values and vision created in first two steps are put into action in this step. This can be done by undertaking following activities.

- i) A written statement of values and vision is included in employee handbook or circulated among employees.
- ii) An organisational structure that facilitates the employees to perform their activities freely is designed.
- iii) Implementing various organisational processes that inspire and motivate the employees.
- iv) Recruiting and selecting the employees whose values match with that of the organization.
- v) Following a reward system that encourages the employees and enhances their commitment.

4. Socialization of Employees

Socialization is the process by which an individual develops into a functioning member of a group according to its standards, conforming to its modes, observing its traditions and adjusting himself to the social situations. In organisational context, it is an adaptive process that takes place as new employees attempt to learn and inculcate values and norms that are a part of organisational culture. Socialization process, usually consists of three stages, Pre- arrival stage, Encounter stage and Metamorphosis stage.

3.7.4 Sustaining a Culture

Q26. How does a culture in an organization sustain ? Discuss.

Ans : (Dec.-15)

Ethics form an important part of an organization. Ethics include the moral values, beliefs and the rules which monitor the manner in which the organizational members act and behave with one another within an organization and also with the outside people, this together forms an ethical culture.

In the present era, where each and every action of the company is being analyzed by the customers, investors and the government agencies, organizations and their employees need to be very careful in building up and maintaining their reputation.

Earlier creation of an ethical organizational culture was not emphasized greatly but now-a-days it has become quite important and the companies have started giving more/greater priority to the maintenance of ethical culture, otherwise it would be a damage or loss to the company.

One of the vital impacts of the ethical rules is its monitoring and bridling the uncontrolled self-interest. It is essential to control the self-interest because of the "tragedy of the commons". The "tragedy of the commons" explains that it is common for the people to increase their use of "common" land or resources as these resources are free in nature.

For instance, the owners of the cattle would like to graze their animals on the open land in order to have the optimum utilization of the resources or to develop/ increase their self-interest. As a consequence, the land would be over grazed and would result in soil-erosion.

In the process of increasing self-interest of the individuals, there would be a collective disaster.

Similarly, in an organization the same could take place i.e., the employees would try to achieve their own goals by ignoring the organizational goals. For instance, the top managers in the organization would always work in their own interest and advantage which would be harmful to the other

stakeholders like shareholders, employees and customers.

In order to control such actions of the top managers there is a need of ethical values and culture, which would monitor and keep in control the self-interest and would develop the organizational interest.

Ethical values create the expected end states - for instance, equitable or "good" business practices and the behavioural modes which are required to attain the end states, like honesty or fairness.

Ethical values also decreases the need for people to assess as to what is correct and what is wrong? Implementation of the ethical values helps the employees to be more and more productive and reduce the time to be spent on deciding what action is to be taken?

Ethical values also help the organization to gain good reputation, which helps in attracting new customers, suppliers and also new employees.

The organizations with bad reputation or with unethical reputation increases hostility and mistrust in the organization. These organizations may be successful in the short-run, but in the long-run they would be suffering from losses.

Even if few people of an organization does an unethical or illegal activity, then also the whole organization has to suffer it. In order to avoid such actions, ethical rules and laws were designed. Otherwise, without these the organizations and the societies would suffer greatly.

3.7.5 Changing a Culture

Q27. What do you mean by changing a organisational culture ?

Ans :

Culture is transmitted to employees through number of means. The most effective means are, stories, rituals, material symbols and language.

a) Stories

Founding fathers of organizations emerge as heroes. Their sacrifice, valorous deeds and ingenuity in the difficult initial years of the organization and later during crises periods are embellished into stories sagas.

They typically contain a narration of events about the organization's founders, rule breaking, rag-to-riches successes, reduction in the workforce, relocation of employees, reactions to past mistakes and organisational coping.

These stories anchor the present in the past and provide explanations and legitimacy for current practices.

b) Rituals

Rituals to any practice or pattern of behaviour repeated in a prescribed manner. Key values of the organization are reflected in rituals.

One of the practices religiously followed by the students and the faculties to conduct prayer every morning in the college. In addition, every festival is celebrated with religious favour, both staff and students participate with great enthusiasm.

Work in Maruthi Udyog starts every morning with all employees assembling and doing yoga. Similarly, in the annual conference of the branch and depot managers of Transport Corporation of India, the high performing managers are gifted with a suit-length material each by the CEO.

Repeated activities of the type mentioned above will help employees learn culture of the organization.

c) Material Symbols

The layout of corporate headquarters, the types of automobiles, top executives are given, the presence or absence of corporate aircraft, size and layout of offices, the elegance of furnishings, executive perks, dress attire and the like represent material symbols. These symbols convey to employees who is important, the degree of egalitarianism desired by top management and the kinds of behaviour that are appropriate.

d) Language

Many organizations and units within organizations use language as a way to identify members of a culture or subculture. By learning this language, members attest to their acceptance of the culture and in so doing, help to preserve it.

Organizations, overtime, often develop unique terms to describe equipment, offices, key personnel, suppliers, customers or products that relate to its business. New employees are frequently overwhelmed with acronyms and jargon that, after six months on the job, have become fully part of their language. Once assimilated, this terminology acts as a common denominator that unites members of a given culture or subculture.

If the prevailing culture is unfavourable to organisational effectiveness' it needs to be changed. A few principles are available for this purpose. Some of them are within the control of management and some others are the result of external forces. A brief description of those principles follows.

1. Change Reward Systems

Since culture is learned, it can also be unlearned. Reward systems establish and reinforce specific cultural behaviours and therefore, a change in culture can be initiated and supported by changes in corporate reward systems.

2. Add New Members

Adding new members, particularly at the higher levels, is a powerful strategy to change the culture, provided that the new members bring in new culture.

3. Implement Culture Shock

A culture shock is an event that causes an organization to seriously examine its culture. The event could be a cut in profits, dismissal of the company's top boss, a lawsuit, or an event that challenges the company's internal integrity. If such events are attributed to cultural deficiencies, drastic changes are made quickly.

4. Change of Chief Executive Officer

In addition to its potential shock values, changing the CEO can have a major impact on organisational culture, the CEO sets the norms and formal reward systems for achieving corporate goals. He or she, in a very real sense, is the personification of the culture. A change of this magnitude can have a significant impact on others in the organization.

5. Involve Members

Since changing a culture involves not only changing behaviour patterns but also underlying assumptions, values and beliefs, participative mechanisms are more likely to be successful at the attitudinal level. Culture change can be forced if necessary and if the dominant culture is powerful enough, enforcement is a costly strategy. Individuals resent having their cultures being disrupted and will often resist attempts to make major changes. Participation and the associated communication processes that accompany it can often assist in minimizing the resistance.

Short Question and Answers

1. Define Motivation ?

Ans :

Meaning of Motivation

'Motivation' is derived from the word 'motive'. Motive refers to the needs, wants, drives, impulses within individuals.

Motivation may be defined as the process of stimulating people to action, to accomplish desired goals. It involves arousing needs and desires in people to initiate and direct their behavior in a purposive manner.

Definitions

- (i) **According to Likert** "It is the core of management which shows that every human being gives him a sense of worth in face-to-face groups which are most important to him. A supervisor should strive to treat individuals with dignity and recognition of their personal worth."
- (ii) **According to S. P. Robbins** "Motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort and ability to satisfy some individual need."
- (iii) **According to Dalton E. McFarland** "Motivation refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behavior of human beings."

2. Steps involved in motivation.

Ans :

- i) **Sizing up Situations Requiring Motivation**
Every individual has motivational needs. But they vary from individual to individual. This step involves ascertaining or determining the motivational needs of individuals. All employees need motivation but of various kinds and in varying degrees.

ii) Preparing a Set of Motivating Tools

There are so many tools of motivation. Different nuts can be tightened by proper spanner; the same way every individual needs a motivation tool that benefits him. Thus the management has to enlist such motivational tools with a view to make them available when needed.

iii) Selection and Application of Appropriate Motivation

The manager has to select, the types of motivation required for different types of personnel. He has to take decision to apply the same after selection. Every manager has to consider where and when motivation is to be provided. The place, time and the purpose of selecting and providing motivation are of ultimate importance.

iv) Feedback

Having applied the motivations, it is important to find out how effective had a particular motivation been.

3. Criticisms of Herzberg theory of motivation

Ans :

- i) Job satisfiers and dissatisfiers where recognize at two different qualitative factors where as these two are opposite factors.
- ii) The procedure used by Herzberg is limited by its methodology.
- iii) The model does not give sufficient emphasis to the motivating qualities of pay, status, etc. which are important motivators.
- iv) The difference between motivational and maintenance factors are not clear. They can be used interchangeably in different situation.
- v) The theory is based on small sample.

4. Implications of Adam Theory*Ans :*

- i) The theory makes managers realize that equity motive tends to be one of the most important motives of the people in the organization.
- ii) This theory is based on the principle of "equal work".
- iii) Feeling or perceptions in work setting are important factor in work setting.

Difficulties in applying this theory are,

- a) It is difficult to assess the perception/ misperception of people about inputs/ outcomes relationships.
- b) Equity is a matter of comparison. The process by which the person decides whom to compare himself with is not clearly understood.
- c) Equity theory does not specify the actions which a person will take to re-establish equity if he perceives inequity.

5. Implication of vrooms expectancy theory.*Ans :*

1. Vroom clarifies the relationship between individuals and organizational goals.
2. Instead of assuming that satisfaction of a specific need is likely to influence organizational objectives in a certain way, we can find out how important to the employee are the Various second-level outcomes (goals), the instrumentality of various 1st-level outcomes (organizational objectives) for their attainment and the expectancies that are held with respect to the employees ability to influence the 1st - level outcomes.

Thus Vroom's theory proposes that a managers job is to design an environment for performance, necessarily taking into accounts the differences in various situations.

6. Learning.*Ans :*

Learning is a permanent change in behavior due to experience or training. Learning is understood as the adaptation of behavior through practice, training, or experience.

According to Carl Rogers (1983),

learning is a powerful encouragement for many employees to stay in certain organizations. Learning has a major impact on individual behavior as it influences abilities, role perceptions and motivation. Along with its role in individual behavior, learning is necessary for knowledge management. Knowledge management enhances an organization's capacity to acquire, share and utilize knowledge for success. There are five important components of learning.

Learning involves change that may be for good or bad. Change may not be evident until a situation arises in which the new behavior can occur. Learning is not always reflected in performance. Second component of learning is that not all changes reproduce learning. To constitute learning, change should be comparatively permanent.

Temporary changes may be only reflective and fail to represent any learning. This requirement rules out behavioral changes caused by fatigue or drugs. Thirdly, learning is reflected in behavior that is a change in an individual's thought process or attitude, not accompanied by behavior. Learning needs to result in behavior potentiality and not necessarily in the behavior itself. The reason for this difference is that an individual may learn but owing to lack of motivation, may not show any changed behavior.

7. Define Morale*Ans :*

Morale is defined by various terms from different standpoints. In military situation morale means enthusiasm to accomplish the assigned task or esprit-de-corps in sports it may mean self confidence of a team, in education it may be the eagerness to learn by students, in business it is associated with the desire to achieve the goals. So it is an overall attitude of an individual or group towards all aspects of their work e.g., the company, the job, the supervisors, fellow workers, working conditions, etc.

Definitions

According Flipppo has described morale "as a mental condition or attitude of individuals and groups which determines their willingness to co-operate.

Good morale is evidenced by employee enthusiasm, voluntary confirmation with regulations and orders, and a willingness to co-operate with others in the accomplishment of an organization's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associates."

In the words of Yoder, "morale is a feeling, somewhat related to esprit de corps, enthusiasm or zeal. For group of workers, morale, according to a popular usage of the word, refers to the over-all tone, climate or atmosphere of work, perhaps vaguely sensed by the members."

8. Define Organizational Culture.

Ans :

The term culture is an Anthropological term. Culture refers to the underlying values, beliefs and codes of practice that makes a community what it is).

Culture is generally subjective and reflects the meanings and understanding that we typically attribute to situations.

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externally oriented characteristics. Internally-oriented characteristics include values, attitudes, beliefs, feelings, personality types etc., also known as abstract elements of culture. Externally-oriented characteristics include buildings, products, dresses etc., also known as material elements of the culture.

9. How does a culture in an organization sustain?

Ans :

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10. Changing a organizational culture*Ans :*

Culture is transmitted to employees through number of means. The most effective means are, stories, rituals, material symbols and language.

(a) Stories

Founding fathers of organizations emerge as heroes. Their sacrifice, valorous deeds and ingenuity in the difficult initial years of the organization and later during crises periods are embellished into stories sagas.

They typically contain a narration of events about the organization's founders, rule breaking, ragsto-riches successes, reduction in the workforce, relocation of employees, reactions to past mistakes and organizational coping.

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Repeated activities of the type mentioned above will help employees learn culture of the organization.

(c) Material Symbols

The layout of corporate headquarters, the types of automobiles, top executives are given, the presence or absence of corporate aircraft, size and layout of offices, the elegance

of furnishings, executive perks, dress attire and the like represent material symbols. These symbols convey to employees who is important, the degree of egalitarianism desired by top management and the kinds of behaviour that are appropriate.

(d) Language

Many organizations and units within organizations use language as a way to identify members of a culture or subculture. By learning this language, members attest to their acceptance of the culture and in so doing, help to preserve it.

11. Factors Influences Morale.*Ans :***1. The Organization**

The first factor affecting the employee morale is the organization itself. The organization influences the worker's attitudes to their jobs. The public reputation of an organization may build up for better or worse, their attitudes towards it.

2. The Nature of Work

The nature of the work, the worker is expected to perform also affects his attitude towards the job as well as his morale. If the employee is expected to perform routine or specialized jobs, he will feel bored and alienated. Repetition of the same task again and again makes the working situation worse for the employees. Another factor is the large impersonal organizational structure. Sometimes, if the employee feels that he is just a cog in the machine instead of a person, his morale will become very low. Lack of understanding of organizational goals may also affect the morale. Another factor which causes low morale is the assembly line operations moving at a constant speed.

3. The Level of Satisfaction

The level of satisfaction, a worker derives from his job is another determinant of morale. If the job factors and the satisfaction they bring

is perceived to be favourable by the employee morale will tend to be higher than if there factors seem to be unfavourable. The job factors include the factors such as opportunities for promotions, job security, steadiness of employment, opportunities to learn the job and to use his own ideas, pay working conditions, recognition, cooperativeness of co-workers, group relationship etc.

4. The Level of Supervision

The level of supervision received by an employer has a tremendous influence on his morale. High rate of employee turnover indicates that the leadership is ineffective. On the other hand, if employees are given freedom to do the job, their morale will be high. Nobody likes to be supervised all the time.

12. Need's Hierachy.

Ans :

Maslow has presented the hierarchy of needs in the following order.

1. Basic Physiological Needs

The needs that are taken as the starting point for motivation theory is so-called physiological needs. These needs relate to the survival and maintenance of human life. These needs include such things as food, clothing, shelter, air, water and other necessities of life.

2. Safety and Security Needs

After satisfying the physiological needs, people want the assurance of maintaining a given economic level. They want job security, security of source of income, provision for old age, insurance against risks, etc.

3. Social Needs

Man is social being. He is therefore, interested in conversation, sociability, exchange of feelings and grievances, companionship, recognition, belongingness, etc. Non-satisfaction of this level of needs may affect the mental health of the individual.

4. Esteem Needs (or) Ego Needs

Egoistic needs can take inward and outward orientations. Inward directed ego needs embrace such things as self-confidence. Independence, achievement, competence, knowledge and success. They have to be earned by the individual himself through his intelligence and hardwork.

They lead to 'earned recognition' by the society. Outwardly directed ego needs are concerned with prestige, status and other marks of respect because of some position in the organization or control over economic, social and political power.

5. Self-Actualization Needs

The final step under the need priority mode is the need for self-fulfillment or the need to fulfill what a person considers to be his mission in life. It involves realizing one's potentialities for continued self-development and for being creative in the broadest sense of the work. After his other needs are fulfilled, a man has the desire for personal achievement.

He wants to do personal achievement. He wants to do something which is challenging and since this challenge gives him enough dash and initiative to work, it is beneficial to him in particular and to the society in general. The sense of achievement gives him psychological satisfaction.

13. Types of Motivation

Ans :

1. Achievement Motivation

It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success.

2. Affiliation Motivation

It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favorable attitudes and co-operation. This motivation is of greater use where money cannot be used to motivate, especially minimum-wage employees and contingent professionals.

3. Competence Motivation

It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience. Specialists, like heart surgeons would feel motivated if they get chances to operate upon unique cases.

4. Attitude Motivation

Attitude motivation is how people think and feel. It is their self-confidence, their belief in themselves, and their attitude to life. It is how they feel about the future and how they react to the past.

5. Incentive Motivation

It is where a person or a team reaps a reward from an activity. It is "you do this and you get that", attitude. It is the type of rewards and prizes that drive people to work a little harder. Most of the unorganized job workers get motivated when they are offered more money.

6. Fear Motivation

Fear motivation coerces a person to act against will. It is instantaneous and gets the job done quickly. It is helpful in the short run. Managers following Theory x come into this category. In Indian army, this kind of motivation is very popular.

Choose the Correct Answers

1. Competitive techniques that set one organization apart from others organization is known as [d]
(a) Goal (b) Mission
(b) Vission (d) Strategy
2. Design goal at adhocracy stage is of [c]
(a) Efficiency (b) Quality
(c) Innovation (d) Mass production
3. _____ is derived from the word motive [a]
(a) Motivation (b) Motivating
(c) Both (d) None
4. _____ is the perquist pad by an organisation [d]
(a) Incentives (b) Bonus
(c) Commission (d) All the above
5. The hierarchy theory was proposed by [a]
(a) Maslow (b) Elton mayo
(c) Taylor (d) Adam smith
6. A person need for _____ can be personal and institutional [a]
(a) Power (b) Position
(c) Occupation (d) All the above
7. Equity theory was proposed by [d]
(a) Maslow (b) Elton mayo
(c) Taylor (d) Adam
8. VROOM Expectancy theory is based on _____ [a]
(a) Motivation process (b) Percepttion
(c) Human behaviour (d) All the above
9. _____ and _____ proposed a miltivariate model [a]
(a) Porter and lawler (b) Porter and john
(c) John and lawler (d) None
10. _____ is only in part determined as actual reward [a]
(a) Satisfaction (b) Dissatisfaction
(c) Both (d) None

Fill in the blanks

1. Motivation is derived from the word _____.
2. _____ propel individual to attain their goals satisfy their needs.
3. _____ has developed a motivation theory known as motivation hygiene theory.
4. _____ proposed that an individuals specific needs are acquired over time and are shaped by one's experiences.
5. _____ reflects the attitude of employees towards their work.
6. _____ is the process by which an individual develops into a functioning member.
7. _____ form an important pasr of organization.
8. _____ also help the organization to gain good reputation.
9. _____ is the projection about what should be done in future.
10. _____ received by an employer has a tremendous influnce on his morale.

ANSWERS

1. Motive
2. Drives (or) Motives
3. Herzberg
4. David McClelland
5. Morale
6. Socialism
7. Ethics
8. Ethical values
9. Vision
10. Level of supervision

UNIT IV

Organisational Power , Politics, Conflict & Stress Management:

Power and Politics: Power Bases – Dependency – Individual Versus Organisational Power – Political process in Organisation – Factors contributing – Techniques of Organisational Politics – Managing Political Behaviour. Conflict – Transition in Conflict Thought – Functional and Dysfunctional Conflict – Process of Conflict – Managing Conflict. Concept of Stress - Potential Sources of Stress - Individual Differences - Cultural Differences - Consequences of Stress - Managing Stress

4.1 POWER

Q1. Define Power.

Ans :

(Dec.-12)

Meaning

Power is an important element in motivation. It is required to motivate individuals or groups to work towards a certain end. In this context, it is also an important aspect in leadership.

Definitions

(i) According to Max Weber "Power is the probability that one actor within the relationship will be in a position to carry out his own will despite resistance."

(ii) According to Nord "Power is the ability to influence flows of the available resources towards certain goals as opposed to other goals. Power is assumed to be exercised only when these goals are at least partially in conflict with each other."

(iii) According to Robbins "Power refers to a capacity that A has to influence the behaviour of B. So that B does something he or she would not otherwise do."

4.1.1 Bases of Power

Q2. Explain various bases of power.

Ans :

(Dec.-12, Imp.)

French and Raven in the year 1959 established a taxonomy to categorize various types of power based on its source termed as "French and Raven Power Taxonomy". However, this taxonomy did not cover entire power sources related to managers such as, control over

information is a related power source for managers. Different types of power are covered under the following two heads,

- I. Position power
- II. Personal power.

I. Position Power

It includes,

1. Legitimate power
2. Reward power
3. Coercive power
4. Information power
5. Ecological power.

1. Legitimate Power

French and Raven, 1959 states power which is derived from formal authority over work activities is termed as 'legitimate power'. Influence approach/system related to legitimate power is complicated issue.

Few authors states that the flow of authority is downwards i.e., from owners or top/senior level management but, the possible influence originated from authority relies on the consent of control same as on ownership and control of property.

One's scope of authority determines the amount of legitimate power one possess/have such as, higher level managers enjoys more authority compared to lower level managers. Further, manager's authority is more stronger compared to subordinates authority especially on peers, superiors or outsiders. A target person outside the chain of command like

peer or outsider, the agent may possess legitimate right to make requests which is essential to perform a task responsibilities like requests for information supplies, support services, technical advice and assistance to perform interrelated task.

Guidelines for Using Legitimate Authority

- (a) Prepare polite and precise requests
- (b) Describe the reasons behind requests
- (c) Should not exceed your scope of authority
- (d) If necessary, check the authority
- (e) Follow suitable channels
- (f) Follow-up to check the compliance
- (g) Insist on compliance if it is right/exact.

2. Reward Power

Perception by the target person where an agent controls and governs major resources and rewards required by the target person is called as 'reward power'. This reward power is derived from formal authority especially to allocate resources and rewards and the authority of reward power differs to a greater extent among various organizations also within the same organization from one management position to another. Higher level executives are authenticated compared to lower level managers as they have/possess more control over scarce resources. Thus, executives has the authority to make decisions regarding resources allocation to different subunits and activities as wells as they possess the authority to make decisions regarding review and modification of resource allocation at lower level.

However, reward power relies not only on managers actual control over rewards and resources, but also on target person's perception/assumption as the agent may or may not possess the ability and willingness to pursue the promises made. Thus, much efforts to employ the reward power will go in vein or results in wastage or unsuccessful when the agent lacks credibility for sources

of resources and rewards.

Generally, reward power is carried out as explicit or implicit form of promise with a view to provide target person something within the agents control to perform a request or a task.

Guidelines for Using Reward Power

- (a) Such type of rewards to be provided which the people expects (desires).
- (b) Should offer only ethical and fair rewards.
- (c) Should not make much promises which becomes impossible to deliver.
- (d) Describe the criteria behind rewards, which should be simple.
- (e) Immediately after attaining the requirements, offer rewards as promised.
- (f) Rewards to be used in a symbolic form instead of manipulative.

3. Coercive Power

Leader enjoys coercive power over his subordinates based on the authority of punishments differs greatly among different types/kinds of organizations such as, coercive power of military and political leaders is more than the corporate managers/leaders. Khan and Katz, 1978 states from the past two centuries, it is observed that there is a greater fall in the use of legitimate coercive power by all types of leaders.

Subordinates has coercive power over superiors like in some organizations, subordinates has the ability to indirectly affect the performance evaluation of his boss. Further subordinates may damage reputation of the boss especially when they restrict production, sabotage operations, initiate grievances hold demonstrations or make complaints to top management. In case, of organizations, where leaders are eluted subordinates does not have much power to remove a leader from office. Coercion may raise anger or resentment which in turn results

in retaliation. Coercion does not always result in commitment if it is utilized in a skillful manner in a suitable condition then there is a probability that it results in compliance.

Guidelines for Using Coercive Power to Maintain Discipline

- (a) Describe the rules and regulations clearly and assure that people understand the serious problems of violations.
- (b) Should respond to infractions quickly and consistently without any partiality/favouritism to particular individuals.
- (c) Investigate to get the facts prior to punishments or reprimands and avoid jumping to conclusions or making hasty accusation (excuses).
- (d) Excluding serious infractions, provide adequate oral and written warnings before resorting to punishment.
- (e) Manage warnings and reprimands in private and avoid creating rash threats.
- (f) Be calm and avoid the appearance of hostility or personal rejection.
- (g) Define a sincere desire to help the person comply with role expectations as well as avoid punishment.
- (h) Person to be invited to suggest means to rectify the problem and take agreement on a concrete plan.
- (i) Hold credibility to manage punishment if non-compliance continues though warnings and threats made already.
- (j) Use only legitimate punishments (legal), fair and commensurate according to the seriousness of the infraction.

4. Information Power

One more source of power is control against information called as 'information power'. It is comprised of two things, namely, access to vital information and control over its distribution among others. Individual's status acts as an important source to access information in the organizations communications network. However, managerial

positions commonly offers opportunities to acquire information which is directly unavailable to subordinates or peers.

For events take place in the external environment of an organization, the roles which provides access to important information easily are the 'boundary role positions', such as marketing, purchasing, public relations. It is not necessarily to occupy an important position to access information but, an individual should be engaged in collecting a network of information sources to accumulate or acquire information from them.

Control over information acts as a major source in case of upward, downward and lateral influence. If subordinates has greater access to information as required by superiors to make decisions then, subordinates are enabled to influence the superior's decisions by it. Subordinates use this kind of influence as an important aspect for collecting, storing, analyzing and reporting operating information. Thus, subordinate takes an active part in making decisions as leader is completely relied on subordinate to present complex analysis of operating information.

5. Ecological Power

Ecological power means control over the physical environment, technology and organization of the work which gives an opportunity to influence indirectly over other people since, behaviour is defined impart by perception of opportunities and constraints, which can be modified in many ways by rearranging the situation and this influence is sometimes known as 'situational engineering or ecological control'.

One type of situational engineering is to update the design of subordinate jobs to enhance the motivation of subordinates. Another type of situational engineering is control over physical environment for instance, lights or auditory signals can be employed to inform the operator about time

for necessary maintenance or to warn the operator or discontinue to do something which may either result in accident or breakdown.

Cultural engineering is a final form of ecological control such as organization's culture is comprised of the following, shared norms, values and beliefs of members. When a strong culture is introduced in an organization leaders can influence the attitudes and behaviour of members in an indirect way. Culture acts as a barrier instead of enhancer of leader influence when shared values and beliefs of organization members becomes inappropriate/unsuitable towards influence objectives of a leader.

II. Personal Power

It includes,

1. Referent power
2. Expert power.

1. Referent Power

French and Raven states (1959), referent power is originated from other's expectations to please an agent especially for the one they have strong feelings of affection, admiration and loyalty. Generally, people desires to favour their friends and they does not feel anything to carry the requests of one whom they respect. Further, the strongest kind of referent power entails the influence process termed as 'personal identification'. The target person to gain and hold the approval and acceptance of an agent should do what the agent ask him to do like, initiation of agents behaviour, develop those attitudes similar to agent (expressed by agent).

Referent power becomes advantageous for the one who is friendly, attractive, charming and trustworthy. The impact of agent over target person tends to increase when there is strong referent power though agent did not keep much attempts to enjoy this power.

Ways to Acquire and Maintain Referent Power

- (a) Show acceptance and positive regard.
- (b) Be supportive and helpful.
- (c) Use sincere ways of ingratiation.
- (d) Whenever necessary defend and back-up people.
- (e) Do unsolicited favours.
- (f) To show concern, to do self-sacrifices.
- (g) Keep promises.

There is one more way to perform/carry out referent power i.e., through 'role modelling'.

2. Expert Power

An important source of personal power in organizations is associated with the task-related knowledge and skill. Therefore, one should possess unique knowledge to do the task in a best possible manner or tackle an important problem which offers a potential impact over subordinates, peers and superiors. Finally, the one who is expert/expertise person becomes a major source when others relies on agent for advice.

However, main problem underlying is to the target person because, when agent exercise more power to solve any problem then dependency on agent also increases as the agent alone becomes the source of advice.

Therefore, an agent exercises greater expert power, also he is trusted as reliable source for information and advice then, target person can carry out a request without receiving any description for it.

Example, patient who takes medicine as per the prescription by doctor without any knowledge about the medicine.

An investor purchases stocks suggested by a financial consultant from any particular company without any knowledge about that particular company who issued the stocks.

Ways to Use and Maintain Expert Power

- (a) Describe the purpose for a request or proposal and why it is important.

- (b) Provide proof about the success of a proposal.
- (c) Do not prepare rash, careless (or) inappropriate statements.
- (d) Do not lie, exaggerate (or) misuse the facts.
- (e) Listen with careful concentration to the person's concerns and suggestions/recommendations.
- (f) Behave confidentially and decisively in a crisis.

4.1.2 Dependency

Q3. Write about depending role in organizational power ?

Ans :

The study of power is incomplete without understanding the role of 'dependency' in the process of application of power. When a person is dependent on another for a certain thing, then the other person is said to have power over him/her. The extent of "dependency" is inversely proportionate to the availability of substitute sources. The level of dependency depends upon the importance, scarcity, and non-substitutability of the resource controlled by a person.

1. Importance

The importance of resources as perceived by an individual is a major element in deciding the level of dependency of a person. For example, the marketing department in a manufacturing company might have a greater influence if the company gives more importance to it. Similarly, the research and development department may influence an organization if the organization lays more emphasis on product innovation.

2. Scarcity

The dependency levels of individuals on people who control scarce resources is higher. For instance, when the demand for employees possessing certain skills is more than their supply, then they are paid much higher salaries than other employees.

3. Non-substitutability

When a particular resource does not have any viable substitutes, then the person who controls that resource will have power over those who require that resource. When the resources possessed by a person cannot be substituted, then people who are in need of such resources have to be dependent on the person who possesses them.

4.1.3 Individual Versus Organizational Power

Q4. Discuss Individual and Organizational power.

Ans :

Power is often described as a personal characteristic, and a frequent topic is how one person can influence or dominate another person. Managers have five sources of personal power. Legitimate power is the authority granted by the organization to the formal management position a manager holds. Reward power stems from the ability to bestow rewards promotion, raise, pat on the back to other people.

The authority to punish or recommend punishment is called coercive power. Expert power derives from a person's higher skill or knowledge about the tasks being performed. The last one, referent power, derives from personal characteristics such that people admire the manager and want to be like or identify with the manager out of respect and admiration. Each of these sources may be used by individuals within organization.

Power in organizations, however, is often the result of structural characteristics. Organizations are large, complex systems that contain hundreds, even thousands, of people. These systems have a formal hierarchy in which some tasks are more important regardless of who performs them. In addition, some positions have access to greater resources, or their contribution to the organization is more critical. Thus, the important power processes in organizations reflect larger organizational relationships. Both horizontal and vertical, and organizational power usually is vested in the position, not in the person.

Q5. Distinguish between Power and Authority.**(OR)****Compare and contrast power and Authority.***Ans :*

S.No.	Power	S.No.	Authority
1.	Power refers to the ability of the individual which can influence others.	1.	Authority refers to the right to command and get the work done out of the employees.
2.	Power is basically related with leadership.	2.	Authority is basically given to the person in the managerial position.
3.	The scope of power is broader and it implies authority, as the person who has power also has authority. Authority constitutes power.	3.	The scope of authority is narrow. For instance in the case of a manager who is being given enough authority may not be given equal power.
4.	Power has both negative and positive sides personally dominating others is a negative side/facet while utilizing power socially is a positive facet/side.	4.	Authority has single side. Bringing out the differences in authority is not regarded as correct.
5.	Power is a person's attribute or quality.	5.	Authority is not in the hands of any person it is actually given to the managerial/top position, legitimate power is same as authority.

Q6. Explain about Factors of Organizational Power .*Ans :*

There are some of the organizational factors that influence the individuals to play politics in the organizations. These factors are as follows :

1. Limited Resources in the organization

When there are limited resources in the organization then every individual in the organization wants to have optimum resources. It results in making individuals getting engaged themselves in politics to get the maximum advantage of the distribution of resources.

2. Interpretation of limited resources

The interpretation of limited resources like position, power, promotion etc in the organization makes individuals engage in the politics. The individual who craves for such resources feels that they may be deprived of such resources in the process of distribution of resources and so they play politics in the organization.

3. Uncertainty in decision-making

There are some individuals who take advantage of the situation where there is uncertainty and ambiguity in decision-making because of unclear rules and policies.

4. Performance evaluation

The individuals tend to play politics in the organization when performance evaluation and its outcome are subjective, qualitative and unclear.

5. High Performance pressure

The individuals play politics when they are enforced with high performance pressure. The politics playing in the organization becomes measure to pressurize authority to withdraw control and lower the performance target.

6. Decision-making culture

Democratic and participative decision-making culture of the organization is also liable to organizational politics as every individual wants to enhance his/ her importance and thereafter give opinion on crucial and important matters.

7. Affecting lower level persons

The lower level persons get affected when they experience persons at higher level playing politics.

4.2 ORGANIZATION POLITICS**4.2.1 Political Process in Organization****Q7. Define Organization Politics. Who are the major players in organization politics ?**

Ans : (Dec.-13)

Definitions

- (i) **According to Stephen Robbins**, politics are, "those activities that are not required as part of one's formal role in the organization, but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization."
- (ii) **According to Bronston T. Mayes and Robert W. Allen**, organizational politics can be defined as the deliberate, "management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non sanctioned influence means."

The above definitions suggest that politics is-

- Outside the range of an individual's work environment
- Is concerned with obtaining and utilizing power for one's own needs.

Organizational politics are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives. Politics has been around for millennia. Aristotle wrote that politics stems from a diversity of interests, and those competing interests must be resolved in some way. "Rational" decision making alone may not work when interests are fundamentally incongruent, so political behaviors and influence tactics arise.

Today, work in organizations requires skill in handling conflicting agendas and shifting power bases. Effective politics isn't about winning at all costs but about maintaining relationships while achieving results. Although often portrayed negatively, organizational politics are not inherently bad. Instead, it's important to be aware of the potentially destructive aspects of organizational politics in order to minimize their negative effect. Of course, individuals within organizations can waste time overly engaging in political behavior.

Organizations typically have limited resources that must be allocated in some way. Individuals and groups within the organization may disagree about how those resources should be allocated, so they may naturally seek to gain those resources for themselves or for their interest groups, which gives rise to organizational politics. Simply put, with organizational politics, individuals ally themselves with like-minded others in an attempt to win the scarce resources. They'll engage in behavior typically seen in government organizations, such as bargaining, negotiating, alliance building, and resolving conflicting interests.

Examples of these self-serving behaviors include bypassing the chain of command to get approval for a special project, going through improper channels to obtain special favors, or lobbying high-level managers just before they make a promotion decision. These types of actions undermine fairness in the organization, because not everyone engages in politicking to meet their own objectives. Those who follow proper procedures often feel jealous and resentful because they perceive unfair distributions of the organization's resources, including rewards and recognition.

The Players**1. The Leader**

Political climate of an organization is impacted by a leader through treatment and use of authority under different settings which is clearly visible during the acts of decision making, setting agenda and interaction with others to mobilize support, inspire teams and individuals and recognize people. This interplay between leaders and their authority & influence over the followers set the tone for political climate in an organization. A leader too has support from employees who find their tuning with the leader matching.

2. The Aspirant

He is the second in command and constantly inspiring to sit in the same chair in front of which everyday he has to stand and although with artificial pleasantness has to say "yes sir". He is somebody who continuously brags about how the same work he could have done in different and effective way. This aspirant too has his people who mostly are unhappy with the style of functioning of leader.

3. The Wise

These are the intelligent people in the organization who are full of knowledge and attitude which is required to perform the job in the best way. As these people know their jobs the best and perform them best. These people mean business. With this attitude they keep the fringe elements of organization politics away from them. Normally nobody tries to drag them into dirty mud sledging.

4. The Negatives

Continuous frustration with the organization make them get all time negative about new ideas and their results. One can also find their total interest with organization turning low due to their unfulfilled ambitions and neglect of these ambitions by the management. Their warning against an organization's decision can also be due to their vested interest that they were not involved in the decision making process.

5. The News Channel

These are the news spreaders of organization. The true and false, every breaking news they carry to the influential places. Their network connections can be found to be in different groups of organization which makes getting news simpler for them. They are nobody's friends or foes. They enjoy this work of passing information and feeling pride normally they are the first breakers of the news.

Q8. Explain the organizations political process system ?

Ans :

Understanding the power equation in the organization is very important in order to deal with organizational politics in tactful way. It is especially is very important to keep oneself away from the adverse impact of political strategies played by different players in the organization. Organizational politics significantly affect processes like communication, decision making. Job satisfaction enjoyed by the organizational members significantly goes down with the increased degree of political environment present in the organization.

(i) It all starts at top

Leader should get his position in the organization strictly on basis of his performance. Such leader only can command respect from his subordinates. Leaders who acquire their position due to their personal equations lead up vitiating environment even more. Formation of groups and personal equations acquire more important position in such organizations.

The spirit of cooperation is replaced by competition and such competition at times can turn unhealthy harming the organizational performance. A leader should act as a role model for the employees. He should command respect due to his person and efforts that he has for the development of the organization. For the reason the organization should have fair and just criteria of selection and promotion. The policies regarding it must be made open for all the

employees and all the procedures should be followed according to the policies framed.

(ii) Team Spirit

Now a days more and more organizations are turning team based where the work of the members highly depends on each other. All the members of the organization should believe in the goals and values hold important by the organization. Organization culture should incorporate feeling of unity among its members. E.g. emails sent by CEO to the employees can create a feeling of personal touch and can bind the organization into a spirit of relatedness. Tactics of "divide and rule" at the top management can end up only making company environment more unpleasant. Political minded leaders can never create environment of team spirit and innovation.

(iii) Organizational Culture

Organization culture gets created from the values of the founder, top management, selection criterion and socialization process of an employee in the organization. The founder and especially top management should discourage all the behaviour which is not demanded by the organizational duties and which do not contribute to the organizational performance.

The culture does get spoiled over the time with the change in the organizational members. Top management should keep itself abreast of the changes taking place on the ground. It becomes hard for the top management to know things taking place on the lower level of organizational hierarchy due the presence of another layer hierarchy i.e. middle managers. Feedback from the employees should be taken from time to time to know their opinions about the overall working environment of the organization.

Organizational culture should preserve basic human values of dignity, freedom and relatedness. Culture should create spirit of innovation and employees should be empowered to go beyond their formal duties. Organization which is open to change, which

has proactive approach and which always appreciates its performers, will find less politics among members. Culture of trust is must for an organization to perform in a free and psychologically free environment. If employees trust their superior, they are more likely to become attached to the work and the company, and therefore become more passionate about their work.

In the same way organization should trust in the abilities of employees and give freedom to take decisions rather than holding authority at central place and creating fear psychosis of punishment for any mistake at the workplace.

(iv) Transparent Decision Making Process

Ambiguity about roles and duties can lead to loss of faith and trust. This distrust damages the ability of the leaders to lead and of the enterprise to accomplish its objectives. Transparency in decision making refers to the degree of openness regarding information about the nature of transactions, terms of contractual agreements, degree of financial interest, and terms of business dealings. When transparency is high, people within the organization and those dealing with it tend to place greater confidence in the honesty, integrity and trust-worthiness of its leaders. When transparency is low, people within the organization and those dealing with it tend to withdraw trust and treat the leadership and the organization with growing doubt and suspicion.

There is more likely to get into lobbying to get decisions in favour. Worse, when people who thought there was transparency, suddenly are surprised and discover that things have not been truly open, direct or honest, there is a strongly negative emotional reaction that surpasses mistrust, bleeding into outright anger or shock followed by depression.

(v) Open Communication System

Open system is often referred as 'walking the talk', it also means doing what has been said. Before implementing any plan it is important

to take employees' opinions into account. It is also necessary that communication systems of the organizations should make the managers accessible to employees whenever requires. This forms the basis of open communication system where the organization accommodates the employee needs thus motivating him to improve productivity.

If the organization desires to establish an honest and simple communication process, let your employee see the processes and the changes. Compliments, appreciation and feedbacks form the three pillars of open communication system which will act on basis to further improve its efficiency.

Frequent discussions and open ended sessions will help improve the input rate and the confidence and security of the employee on the work leading to less involvement in organizational politics. Some of the senior managers make use of MIS (Management Informant System) i.e. use of some of their own subordinates to get information about who is doing what in the organization. Such tactics lead to suspicion among the subordinates about each other, ultimately harming the team spirit. Senior members should refrain from such tactics to get the information by using their own subordinates.

4.2.2 Factors Contributing to Organization Politics

Q9. Explain in detail about various factors contributing to organizational politics.

(OR)

Discuss the Major Factors that influence the Organizational Politics.

Ans :

(June-16, Imp)

A) Factors Relating to Political Behavior

A number of factors are responsible for political behaviour. These factors are grouped into individual factors and organizational factors shown in the Figure.

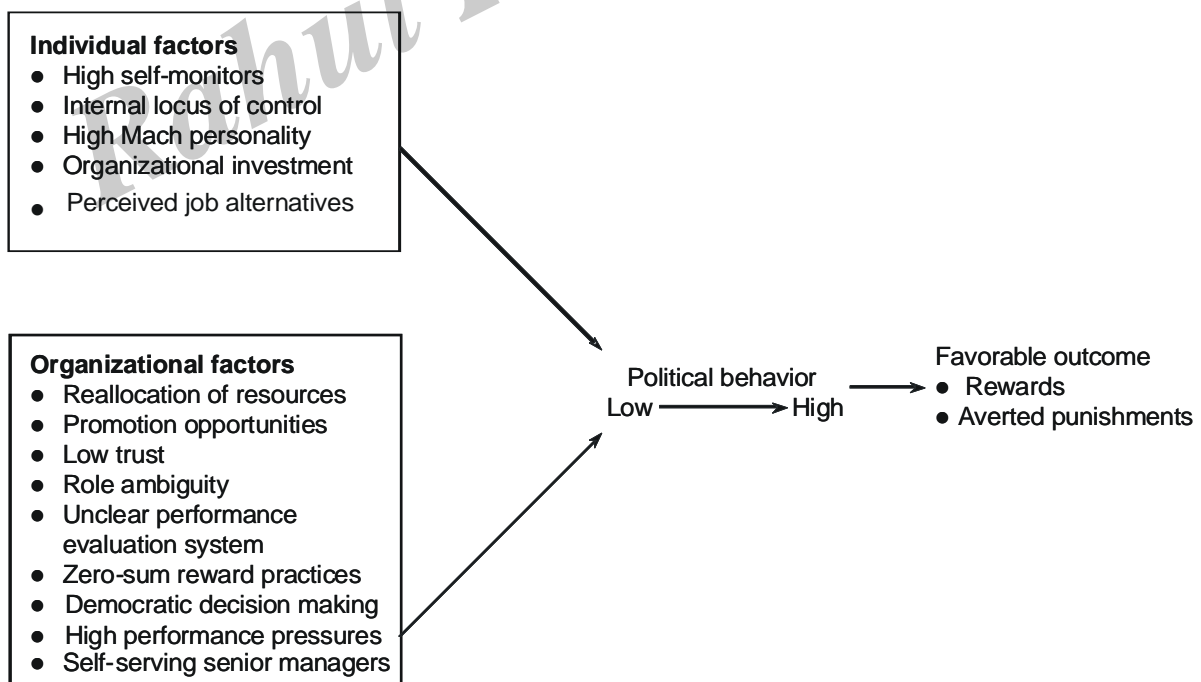


Fig. : Factors that influence political behaviour

1. Individual Factors

Factors contributing to the political behaviour at the individual level are:

- **High self-monitors:** Skilled in political behaviour.
- **Internal Locus of Control:** Proactive and prone to manipulate situation in their favour.
- **High Machiavellian Personality :** Will to manipulate and desire for power. Use politics to further self interest.
- **Investment in Organization:** Investment in terms of expectations force the individual to use illegitimate means.
- **Perceived Job Alternatives:** More job opportunities an individual has results in more political behaviour.

2. Organizational Factors

Organizational factors contributing to political behaviour include:

- **Reallocation of Resources:** The reallocation of resources is necessary when the resources available either increase or decrease. These situations force the individuals to resort to politics.
- **Promotion Opportunities:** Normally, the opportunities for promotion or advancement are lesser than the candidates expecting promotion. This situation leads to competition and thereby political behaviour by the competing candidates.
- **Low Trust:** Low trust in organizations leads to tight control which in turn makes the subordinates to behave illegitimately.

- **Role Ambiguity:** The unclear expectations from the employee makes him to act politically.

- **Unclear Performance Appraisal System:** Employee does not know what to do? And to what level of perfection he has to do? etc. under the unclear performance appraisal system. This situation creates ambiguity and leads to political behaviour.

- **Zero Sum Reward System:** The win lose approach in reward allocation is called zero-sum approach. People perceive that they won double if others lose. For example, if only one employee is promoted have employee's joy is immense. Therefore, this situation makes people take the chance, even through illegitimate means.

- **Democratic Decision Making:** The traditionally autocratic managers cannot make the decisions democratically in its true sense. Therefore, they refer the issues to committees and commissions to offer recommendations, and finally they make the decisions as they desire.

- **High Performance Pressures:** High performance pressures make the people to find shortcuts and politics to show superfluously high performance or through window-dressing.

- **Self-serving Senior Managers:** The political behaviour by the top management with rewards encourages the people at the lower level to resort to politics.

B) Employee responses to Organizational Politics

The practice of performance evaluation is far from a perfect science. The more that organizations use subjective criteria in the

appraisal, emphasize a single outcome measure, or allow significant time to pass between the time of an action and its appraisal, the greater the likelihood that an employee can get away with politics. Subjective performance criteria create ambiguity can get away with politics.

The use of a single outcome measure encourages individuals to do whatever is necessary to look good for that measure, but often at the expenses of performing well on other important parts of the job that are not being appraised. The amount of time that elapses between an action and its appraisal is also a relevant factor. The longer the time, the more unlikely the employee will be held accountable for his or her political behaviors.

The more that an organization's culture emphasizes the zero-sum or win-lose approach to reward allocations there more employees will be motivated to engage on politics. The zero-sum approach treats the reward pie as fixed so that any gain in one person or group achieves has to come at the expenses of another person or group.

C) The Ethics of Power and Politics

Organizations of today are laying great emphasis on ethics and social responsibility. So that multinational companies are including 'corporate governance' as part of their business strategies. A lot of importance is also being given to the ethical dimensions of power and politics. Misuse of power and illegitimate use of politics not only have adverse effects on organizations, they are also unethical. However, differentiating between ethical and unethical behavior is not an easy task. According to Fred Luthans, every person must consider the following guidelines before determining the ethics of a certain decision or action:

- An individual must give priority to organizational interest instead of placing his/her individual interest first.

- An individual's actions must not violate the basic rights of another person.
- An individual's behavior and action must be in accordance with the standards of equity and justice.

D) Regulating Organization Politics

Political behaviour of the employees cannot be eliminated completely. Political behaviour sometimes contributes to the achievement of organizational goals. Managements can maximize the desirable outcome of organizational politics by regulating the dysfunctional political activities. Strategies to regulate dysfunctional political activities include:

- **Sufficient Supply of Resources:** Minimize the superior's discretion over critical resources by ensuring sufficient supply of material, financial, human and other resources.
- **Clear Rules:** Formulate the clear rules regarding the distribution of critical resources when they are scarce even after taking all possible steps.
- **Open Communication:** Open communication allows communication flow of freely in all directions through the establishment of intranet facility.
- **Employee Involvement:** Involve the people in decision-making and implementation areas.
- **Empowerment:** Empower the people, so that their human resources are used for organizational effectiveness.
- **Flat Organizational Structure:** Follow the flat and team organizational structure where the people have to attend to the challenging activities and thereby do not find time for political activity.
- **Open Door Policy:** Follow open-door policy and open-minded approach in sorting out the issues.

E) Implications on Behaviour and performance

Power and politics are both functional as well as dysfunctional. In other words, they are constructive and contribute strategically for the organizational goals. Similarly, they are destructive and create hurdles for the achievement of organizational goals. However, political behaviours can be regulated and channeled towards the constructive activities. In such cases, power and politics result in moulding the employee behaviour towards the desired lines. The specific implications of power and politics on behaviour and performance include:

- **Teamwork:** Power and politics enable the individuals to form coalitions in the short run and form teams in the long run. They enable exchange of human skills, knowledge etc. and get the advantage of synergy.
- **Motivation:** Power and politics enable the executives to use their different kinds of power and motivate the subordinates.
- **Moulding the Behaviour:** Power and politics make the unwilling workers to accept the requests and orders of the superiors willingly.
- **Performance:** The referent power makes the employees to involve in organizational activities with self-commitment, motivation and discipline. Expert power makes the subordinates to enrich their skill and knowledge. The enriched employees improve their job performance.
- **Empowerment:** The referent power and expert power help employee empowerment.
- **Employee Involvement and Participation:** The counter power and politics provide the way for employees to involve and participate in decision making and formulate strategies jointly with the executives.

- **Satisfaction:** Power and politics, if they are used and handled properly, lead to employee job satisfaction for the achievement of higher performance and organizational goals.

4.2.3 Techniques of Organizational Politics**Q10. What are the techniques of organizational politics ?**

Ans :

- Controlling lines of communication is another political technique related to the flow of information. People who have some control over lines of communication can yield considerable political power. For example, the secretary may have considerable power in deciding who sees the boss and who does not at a given time. She may use this power in favouring those whom she likes and frustrating those against whom she may have it grudge.
- Controlling the agenda also gives a person power over information. The person who controls a meeting's agenda, for instance, may consistently put a particular item last on the list and then take up time so that meeting adjourns before considering the item.
- The opinions of outside experts and consultants often carry much weight in organizations and many consultants can be swayed by political interests. Consultants know who is paying them and even honest consultants are likely to give opinions consistent with those of their employer. Hence, hiring an outside consultant can be a clever political move.
- Game playing can range from fairly innocent to very manipulative. It involves people doing something insincere, but not outright illegal or unethical to gain political ends. For instance, a manager who does not want to answer a committee's tough questions may, for instance, avoid meeting by going out of the town on the day of meeting.
- Image building is creating positive impression reflected by the personality, appearance and

style. Some of the factors that enhance a preferred image consist of being well dressed, having a pleasant smile, being attractive, honest, sociable and loyal to the organizational interests. In addition, always project an image of competence and self-assurance.

4.2.4 Managing Political Behaviour

Q11. Explain how Managing Political Behaviour in an organization.

Ans :

- A greater trend towards globalization in business is encouraging companies, especially those which rely more on knowledge than physical materials, to outsource and offshore many of their in-house activities, moving them to a wholly-owned company (or) independent service provider in another country.
- One consequence is that many companies find their value chain is dispersed across borders. While the resulting differences in geography, norms, skill sets, language, culture and interests add value, colour and vibrancy to the company, such a move also increases the complexity of managing the knowledge process – the access, transfer, dissemination, sharing, and integration of knowledge – and distributed tasks, during different stages of product and service lifecycles.
- Typically, the diversity of local contexts and working groups may hamper the transfer of contextual (or) mutual knowledge that communicating parties share in common. In addition, remote counterparts often adopt unique local routines for working, training and learning that may obstruct the development of shared understandings among remote teams.
- Differences in skills, expertise and technical infrastructure and methodologies can cause further difficulties, as can different time zones, which reduce the window for real-time interaction. All these challenges can be understood in terms of three primary perspectives.

➤ The first perspective, knowledge transfer, focuses on the technical aspects including the use and development of information are facts the means for sharing information that supports communication across borders.

➤ The second, knowledge translation, emphasises the social aspects, including establishing trust, a shared language and using collective stories as a way to address interpretive cross border differences.

➤ The third perspective, knowledge transformation, has its origins in a political approach that primarily concerns itself with the political aspects of knowledge, and the interests and agendas of people when they engage in cross-boundary knowledge co-ordination.

➤ Organizational Politics

Organizational politics is the rivalry between competing interest groups or individuals for power, authority and leadership. The means often used include: influence attempts, power tactics, informal behaviour, and concealing one's motives. This can result in: self-serving behaviour, acting against the interests of the company, securing valuable resources, and attaining power.

➤ Issues

It identifies three typical political "situations" when managing knowledge processes in globally distributed teams.

➤ **First**, inconsistent (or) misaligned incentive systems are more likely to lead to organizational politics. When teams are globally distributed, the dispersion of people means that the time they spend together is a scarce resource, and people may not have the opportunity to 'clear the air'. The emergence of localised interests and preferences may make such situations potentially more susceptible to political manipulation.

Typically, different incentive structures that create ambiguity and blur the relationship between performance and desired outcomes for teams can cause problems. Understandably, organizational politics can develop

as members of the two groups may then tend to privilege their own interests, even when these are at odds with that of the other group and organization.

- **Second**, differences in status among members of globally distributed teams may lead affiliates to experience a higher degree of organizational politics than in the case of relationships companies have with external contractors (or) third-parties.

Although being part of the same organization may mitigate the threat of possible opportunism and misappropriation of intellectual property (which may occur in contracting or third-party relationships), it may also generate horizontal hierarchies and status differentials within distributed organizational members (such as those working in core front- and peripheral back-offices). This creates a politically sensitive atmosphere.

- **Finally**, knowledge discrimination and censorship among organizational members of globally distributed teams may lead affiliates to experience a higher degree of organizational politics than in the case where organizations have contracting or third-party relationships.

Not involving remote teams in sensitive forms of knowledge in the context of high-value activities, such as client negotiations, may breed a culture of mistrust and impede knowledge flows.

As a result, front-office (and usually more highly paid) employees may thus be less open to sharing key knowledge and expertise with their back-office counterparts for fear of becoming less critical to the company. Similarly, backoffice employees may refuse to share knowledge or withhold information due to perceptions of being unjustly treated.

Such knowledge discrimination may create impediments towards developing a feeling of 'being in the same boat and may reduce their ability to develop good relationships and collaborate with onshore workers.

4.3 CONFLICT

Q12. Define Conflict ? Explain reasons of conflicts in organization.

Ans :

Meaning

Conflict is feeling of disagreement among parties. It occurs when groups in the organization disagree over significant issues. A conflict has both positive and negative characteristics.

In particular, conflicts frequently occur when a person or a group believes that, its attempts to achieve its goals are being blocked by another person or group. It may also result from anticipating trouble.

Conflict is often considered as harmful. Besides, it is advantageous in some situations. Some organizations, mainly profit centered ones, believe that conflict is dysfunctional. Many of the nonprofit organizations consider conflict as beneficial and conducive to higher quality decision-making. They believe that non-presence of conflict can lead to laziness.

Employees in organizations have different opinions and attitudes, considering their varying backgrounds. Therefore, there is a possibility that conflicts may arise during interactions between them. Although a conflict might foster a competitive environment to a certain extent, prolonged conflicts could prove detrimental to the organization. Hence, there is a need for these conflicts to be resolved at the earliest. An ideal way of settling conflicts is through the negotiation process. A study of the inter-group behavior of people in organizations is also essential for understanding and resolving organizational conflicts.

Definitions

- (i) **According to Follett**, "Conflict is the appearance of difference, difference of opinions, of interests."
- (ii) **Organizational conflict** occurs when a stakeholder group pursues its interests at the expense of other stakeholders. Given the different goals of stakeholders, organizational conflict is inevitable. Conflict is associated with negative images, such as unions getting angry

and violent, but some conflict can improve effectiveness. When conflict passes a certain point, it hurts an organization.

Reasons

1. Difference in Goals

One of the reason for a conflict to occur is difference in the goals of two individuals, both of them may be in conflict due to such difference. For example. One persons goal is to maximize the sales of a product whereas the other person may have different goal of improving the quality of the product. This leads to conflict among them.

2. Situational Conflict

There may be many sources of conflict, some of the sources or reasons depends on the thinking or mind set of individuals involved in a conflict, it can be conflict avoidance mode or conflict escalation mode, in this mode the difference in opinion of people in the situation can cause a conflict.

3. Interest of Members

Some individual indulge in a conflict for the purpose of gaining short term benefits which may serve only for a shorter period and disappears in long run. Such individual have a very narrow thinking of concentrating only on acquiring of benefit which may cause conflict to the other who is against interest of the other.

4. Limited Resources

In inter or intra groups conflict arise because the resources are limited in number and the want for such resources may be high which may also leads to a conflict between the members of the same group.

5. Power of Position

When the person at a higher level say 'A' manager or chairperson who hold power in their position does not like to share their power with other because they may be insecure. Which lead to lack of trust among the other members which ultimately leads to conflict.

6. Stereotype Conflict

In this type of conflict members of the same group may differ in the attitude or behaviour but are assumed to have the same perception of the other member in the same group. Where some other member cannot accept such ideologies of stereotypes which causes a conflict between the group members.

7. Norms and Standards

When a group following some norms, rules regulations or standard in achieving and fulfilling their objectives which will need uniformity in group which may not be possible in a group due to difference in accepting of norms and very high standards.

8. Authority and Dependency

Some people are good at performing the task assigned to them by the other authoritarian person who can be a superior or senior manager, whereas some person like to have the high position which demand power. People at the higher position often make others dependent on them which can also lead to conflict.

Q13. Explain the various approaches of conflict.

Ans :

Conflict has a functional and dysfunctional impact on an organization. Organizations fares number of problems due to conflicts such as waste of resources, missing the targets, employees will not go on the track etc. So, due to these reasons, the manager try to resolve conflicts with the help of following approaches.

1. Not Paying Attention to Conflict

Managers usually do not pays attention to the conflicts which are not too serious and does not produces saviour results. They think that such type of conflicts will bring bad name to their organization and ignores it. As the sources of conflicts are not determined and resolved, this strategy does not helps in solving conflicts.

2. Physical Separation

If a manager separates the parties who are indulged in conflicts physically, then the chances of occurrence of ill feelings, violence and conflicts will also very low. But till the source of conflict is removed the parties will continuously take part in the acts of occasional aggression and damaging. The physical separation strategy is suitable only for the situations in which there is a no need for the two groups to communicate for attaining the targets. It is not suitable for the situations in which the two parties have to interact.

3. Withdrawal/Termination

Conflicts can be reduced when one of the party withdraws terminates on the occurrence of the conflicts. Such type of withdrawal or termination can be done from the situation or from the relationship with other groups.

4. Dominance

The most easiest way to solve the conflict is to eliminate other party by forcing them to escape or to give up. If the managers think that any of their low level employees are acting as agitators, then they make use of their positional authority for restraining them. The parties indulged in conflicts are asked to remain calm and give up their fight and continue with their work. The positional authority of the manager acts as a 'conflict sponge' which helps the managers to identify the hostile feelings of conflicting parties. The 'dominance approach', only helps in avoiding the occurrence of conflicts in violent form in future stages. It does not helps in solving the inter departmental conflicts effectively.

5. Appeal Procedures

Traditionally the conflicts in an organization was solved by the conflicting parties asking the higher authorities to find solution to the problem. The conflicting parties demands for a formal procedure for dealing with a grievances through an appeal made to one's boss'.

6. Compromise

Compromise is one of the traditional way of solving the conflicts in which the decision taken may not be the ideal for either of the parties. This strategy can be used effectively when problem money can be solved by dividing in equal manner. Compromise also includes third party interventions, total group/ representative negotiating and solving.

7. Intermediaries/Liaison Group/Integrators

For solving the conflict between two parties, an integrating having the capacity to deal with both the parties is appointed. The integrators must make use of specialized skills and knowledge for attaining coordination between the parties. He should listen and understand the problems of both the parties and should arrive of a mutually agreeable solution. Sometimes, human relations expert/third party consultant is also appointed, for reducing the conflicts among the parties.

8. Relationships between Members

Sometimes conflicts can be reduced through inter organizational activities. Exchanging of employees among various interdependent department helps in developing an atmosphere in which new employees are allowed to shared their views with others. This will also helps them to understand their role clearly and with groups understanding each other in an effective manager, the perceptual distortions among them will reduce.

9. Decreases Interdependence

Conflicts mostly takes place in situations in which two departments have to work interdependently and have to exchange scarce resources. One of the method used for solving such conflicts is to reducing interdependencies by shifting from reciprocal to sequential or from sequential to pooled interdependence. This can be done by creating departments having inventories and resources which are independent of other departments.

This process is called as decoupling which increases costs due to duplication of effort and equipment. For avoiding this, large buffers/environments are also developed.

10. Procedural and Structural Changes

Once of the reason for the occurrence of conflict is the structuring of proceduring incorrectly. In certain organizations, sales and distribution is managed by different departments and each department reports to a senior manager. These decisions leads to the occurrence of conflicts. For resolving such type of conflicts both the departments should be integrated under a marketing head who is having experience in sales and distribution conflicts can be decreased or removed by changing the physical arrangement. Open office arrangement should be used by managers for building a problem solving environment.

11. Super-ordinate Goals

The common goals which are applicable to all the parties involved is called as super ordinate goals. These goals cannot be attained with the resources of a single party. For attaining super ordinate goals, there should be interdependence and cooperation among all the departments. The chances for attaining harmony and reducing conflicts is more when the disputing parties works collaborately for attaining principal goals.

12. Combined Problem Solving

This is one of the important conflict management strategy in which the problem is solved by including the requirements of both the parties. The parties works collaborately for defining the problem and determining mutually satisfactory solutions. The task related information is shared between them freely. The problem solving approach is considered as one of the effective approach as it helps in identifying whether both are complete wrong or right.

Q14. What are the measures to Manage Conflicts Effectively ?

(OR)

"Managing Conflicts is a doubling task"
Elucidate

Ans :

(Dec.-12)

In conflict management, the study of the conflict style is also important, as it helps to arrive at a solution. Some measures to manage conflicts are,

1. Goals and Objectives Should be Clear
Conflicts can be managed effectively, only if the goals, objectives, performance standards along with the roles are clearly defined.
2. Creating super ordinate goals are shared goals, involving everyone. So, there can be cooperation between the conflicting parties.
3. Solving Problem through Open Discussion
Conflicting parties should meet directly to identify the problem and discuss various solutions for solving it.

If there is scarcity of resources in one department, managers can become flexible and transfer resources from another department so as to create a win-win situation.
4. HRM policies and procedures to be followed in order to avoid and reduce conflicts that leads to attrition.
5. Non-monetary Awards. Are increased empowerment, interesting work, job design and so, on. This avoids conflicts but gives job satisfaction.
6. Avoiding Conflict by withdrawal from the source of conflict.
7. Development of Skills. Through development of interpersonal or group process skills a persons can understand his own personal behaviour and other persons also through communication.
8. Group Activities. Attention should be paid to the composition of a group to reduce dysfunctional conflict. The teams should be carefully selected.

9. Authoritative Command. Management by exercising its power can end the conflict amicably.
10. Organizational Processes. Through change of the formal organization structure and interaction pattern, conflicts can be reduced. This could be through transfers, job redesign, changing bureaucratic procedures and so on.
11. Socio-technical Approach. Psychological and social factors should be in conjugation with the structural and technical needs. This helps in reducing organizational dysfunctional conflict.

4.3.1 Transition in Conflict Thought

Q15. Write about Transition in conflict thought ?

Ans :

1. The Traditional View Conflict

Under traditional view conflict is a process in which people disagree over significant issues, creating friction between parties. One view of conflict is that it is dysfunctional and harmful to organizations, because the struggle over incompatible goals is a waste of time that prevents people and organizations from being productive and reaching their potential.

2. Interactionist View of Conflict

On the other hand, interactionist view states that when conflict is based on issues rather than personalities, it can enhance problem solving and creativity. Open discussions of differing viewpoints allows for a thorough consideration of alternatives and their consequences in the course of decision making. Conflict can also increase motivation and energize people to focus on a task.

3. Human Relation View Conflict

Human relation view states that Conflict is a natural occurrence and we should accept conflict.

Q16. What are different types of conflicts ? Explain in detail.

(OR)

Describe different types of conflicts that normally arises in Modern Organization.

Ans : (Dec.-15, Dec.-12, Imp.)

Conflict can be defined as a mental struggle resulting from incompatible or opposing needs, drives, wishes, and external or internal demands. Where there are people, there is conflict.

They are usually taken in a negative association. However, this is inaccurate as conflicts are necessary for healthy relationships. It all depends on the approach we use to resolve the conflict.

Classification of Conflict

When we think of the different types of conflict, we might instantly think of the ones referred to in literature, especially in fiction. They can be applied to real life, of course. However, in contemporary times, types of conflict which are easily identifiable are classified into four different types

1. Intrapersonal conflict
2. Intragroup conflict
3. Interpersonal conflict
4. Intergroup conflict

1. Intrapersonal Conflict

Intrapersonal conflict takes place within an individual. The person experiences it in his own mind. Thus, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions. Intrapersonal conflict may come in different forms.

2. Intra group Conflict

Intra group conflict occurs among individuals within a team. The incompatibilities and misunderstandings between team members leads to intragroup conflict. It starts from interpersonal disagreements like team members have different personalities which may lead to tension or differences in views and ideas. for example, during a presentation, members of the team might find the notions

presented by the one presiding to be erroneous due to their differences in opinion.

Within a team, conflict can be helpful in coming up with decisions, which will eventually allow them to achieve their objectives as a team. But, if the degree of conflict disrupts harmony among the members, then some serious guidance from a different party will be needed for it to be settled.

3. Interpersonal Conflict

Interpersonal conflict means a conflict between two individuals. Basically, this occurs because of some differences in people. We have varied personalities which usually lead to incompatible choices and opinions. So, it is a natural occurrence which can eventually help in personal growth or developing our relationships with others.

In addition, adjustments are necessary for managing this type of conflict. However, when interpersonal conflict becomes too destructive, calling in a mediator helps so as to have the issue resolved.

4. Intergroup Conflict

Intergroup conflict occurs when a misunderstanding arises among different teams within an organization. For example, the marketing department of an organization can come in conflict with the customer support department. This is because of the varied sets of goals and interests of these different groups. In addition to this, competition also contributes to intergroup conflict.

4.3.2 Functional and Dysfunctional Conflict

Q17. Explain about Functional conflict in an Organization.

(OR)

Describe functional side of Organizational Conflicts.

Ans : (June-16, Dec.-13, Imp.)

Meaning

Functional conflicts are constructive, support the company's goals, and improve performance. It generally involves people who are genuinely

interested in solving a problem and are willing to listen to one another.

Stimulating functional conflict is a great way to improve the team's performance and generate new ideas. It involves getting the team to either defend or criticize ideas based on relevant facts rather than on the basis of personal preference or political interests.

There are two widely accepted techniques for doing this: devil's advocacy and the dialectic method.

1. Devil's Advocacy

This method involves assigning a team member the role of a critic. This person should always question and critique any ideas that your team may have, usually resulting in critical thinking and reality testing. However, it is recommended that this role gets rotated amongst your team to avoid any particular person from developing a strictly negative reputation.

2. Dialectic Method

This approach involves facilitating a structured debate of opposing views prior to making a decision. By hearing the pros and cons of all the different ideas, the team will have greater success in making sound decisions. However, it should be noted that a major drawback of this method is that the emphasis to win a debate often clouds the issue at hand.

The conflict which supports the goals of a group and also improves its performance is known as a functional or a positive conflict. The functional conflict is helpful in the achievement of the goals of a group as it aids in –

(i) Analytical thinking

During a conflict the members of a group display analytical thinking in identifying various alternatives. In absence of conflict, they might not have been creative or even might have been lethargic. The conflicts may include challenge to such views, rules, policies, purpose and plans which entail a significant analysis so as to justify these

groups as they are or make other alterations that may be necessary.

(ii) Diffusing tension among the members of the group

When conflict is allowed to express openly it can help in reducing the tension among the members of the group which would otherwise remain suppressed. Suppression of tension can lead to imaginative distortion of truth, sense of frustration and tension, high mental exaggerations and biased opinions resulting in fear and distrust. When members express themselves, they get some psychological satisfaction. This also leads to reduction of stress among the involved members.

(iii) Promote Competition

Conflicts results in increase competition and this increased competition in turn results in more efforts. Some persons are highly motivated by conflict and service competition. Such conflict and competition can result in increased effort and output.

(iv) Promote group cohesiveness

Some experts believe that conflict creates solidarity among the members of the group it also increases loyalty in the members of the group and inculcates a feeling of group identity as the members of a group compete with outsiders. This increased group cohesiveness can help the management in achieving the organizational goals effectively.

(v) Facing challenges

The abilities of individuals as well as groups can be tested during conflict. Conflict creates challenges for them and to face these challenges individual and group to need to be creative and dynamic. When they are able overcome these challenges successfully it leads to a search for the alternatives to the present methods which results in organizational development.

(vi) Organizational change

It has been seen that some times conflict stimulates change among the members of a group. Whenever people are faced with conflict, there is a change in their attitudes and they become ready for the change to meet the requirements of the situation

(vii) Increased awareness

Conflict creates an increased awareness about the problems faced by the group. The group members also become aware of the members involved in the problem and the methods adopted to solve the problem.

(viii) Quality of decision

Conflict results in high quality decisions taken by the members of a group. During the conflict, the members express the opposing views and perspective which results in some high quality decisions. The members share the information and examine the reasoning of other members to develop new decisions.

(ix) Identification of weakness

The weaknesses of a group and its members can be identified easily during the conflict. It becomes easier for the management to remove these weaknesses once it becomes aware.

Q18. Discuss about dysfunctional conflicts in an organization.

(OR)

Describe Dysfunctional side of Organizational Conflicts

Ans :

(June-16, Dec.-13)

Meaning

Dysfunctional conflicts on the other hand, consist of disputes and disagreements that hinder your company's performance. This generally involves people who are unwilling to work together to solve a problem and is often personal.

When dysfunctional conflicts arise in the workplace, there are various methods for dealing with it, including :

1. Integrating

This method is also known as problem solving and generally involves encouraging opposing parties to confront an issue and cooperatively identify the problem, generate alternative solutions and select the most appropriate solution. Misunderstandings and similar disputes can often be resolved using this method.

2. Obliging

This occurs when a person neglects their own concern in order to satisfy the concern of the opposing party. A characteristic of this conflict management style includes playing down differences while emphasising on commonalities.

3. Dominating

It also referred to as forcing, people that adopt this approach often have an "I win, you lose" mentality. Dominating relies on formal authority to force compliance and is generally appropriate when unpopular but necessary solutions are implemented.

4. Avoiding

This involves either passive withdrawal from the problem or active suppression of the issue. It is generally appropriate for trivial issues or when the negative effects of confrontation outweigh the benefits of resolving the conflict.

5. Compromising

This is a give-and-take approach for resolving dysfunctional conflicts and is particularly useful when the parties involved possess equal power.

The following are some examples of situations that can produce either functional or dysfunctional conflict :

- Incompatible personalities
- Overlapping or unclear job boundaries
- Competition for limited resources
- Inadequate communication

- Interdependent tasks
- Unreasonable rules
- Unreasonable deadlines or extreme time pressure
- Collective decision making (the greater the number of people participating in a decision, the greater the potential for conflict)
- Decision making by consensus
- Unresolved or suppressed conflicts

As a leader or manager, you should be continually aware of staff interactions within the workplace. As such, you should carefully observe and react appropriately to these early warning signs as they have the potential to lead to major conflict, reduce morale, motivation and cause business inefficiency.

The conflict which obstructs the achievement of the goals of a group is called a dysfunctional or destructive conflict. The characteristics of a dysfunction conflict are:

(i) Increased tension

A dysfunctional conflict can cause high level of tension among the members of a group and in some cases it becomes difficult for the management to resolve such a conflict. This increased tension may result in anxiety uncertainty, hostility and frustration among the members of a group.

(ii) High rate of employee turn over:

Dysfunctional conflicts can cause some employees to leave the organization if they are not able to resolve the conflict in their favor. In such a case it is the organization that has to suffer to loss of its valuable employees.

(iii) Increased dissatisfaction

Dissatisfaction can be increased among the members of the party that looses in conflict. This struggle during conflict also results in decreased concentration on the job and in this way it can also adversely affect the productivity of the whole group.

(iv) Distrust

Conflict can result in a climate of distrust among the members of a group and also in the organization. It can decrease the level of cohesiveness among the group members who will have negative feelings towards other members of the group and avoid interaction with them.

(v) Distraction from organizational goals

Conflicts can distract the members of a group from the organizational goals they are supposed to achieve but during a conflict the members may waste their time and energy in making efforts for emerging as winners in the on-going conflict in the group and their attention from the organizational goals may be diverted. Personal victory becomes more important for the members involved in the conflict and the organizational goals take a back seat.

Q19. What are the differences between side Functional and Dysfunctional side of Organization.

Ans :

(Jan.-20)

S.No.	Basis of Difference	Functional Conflict	Dysfunctional Conflict
1.	Meaning	When a disagreement among individuals is constructive and healthy in nature it is called as functional conflict.	When a disagreement among individuals is destructive and unhealthy in nature it is called as dysfunctional conflict.
2.	Impact on individuals	It helps the individuals develop new ideas and get an opportunity to learn and grow.	It drains the productive energy of the individuals.
3.	Impact on the organization	Such conflicts have a positive impact in the working of the organizations.	Such conflicts have a negative impact on the working of the organizations.
4.	Signs for recognition	Managers can assess such conflict by identifying that individuals are challenging to old ideas and policies. Besides this, finding new solutions to a problem by the individuals is also a sign of functional conflict.	It arises out of various emotions including anger and resentment.

4.3.3 Process of Conflict

Q20. Explain the process (Or) various stages of conflict organization ?

(OR)

Discuss the Process of Conflict.

Ans :

(Jan.-20)

Organizational conflict arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups block or request one another's attempts to achieve their objective. It can identify the stages that a conflict born and grows in an organization. In this post we will look at the stages of a Conflict covering the birth, rise and ending of it.

The conflict process can be seen as comprising five stages. These stages are described below.

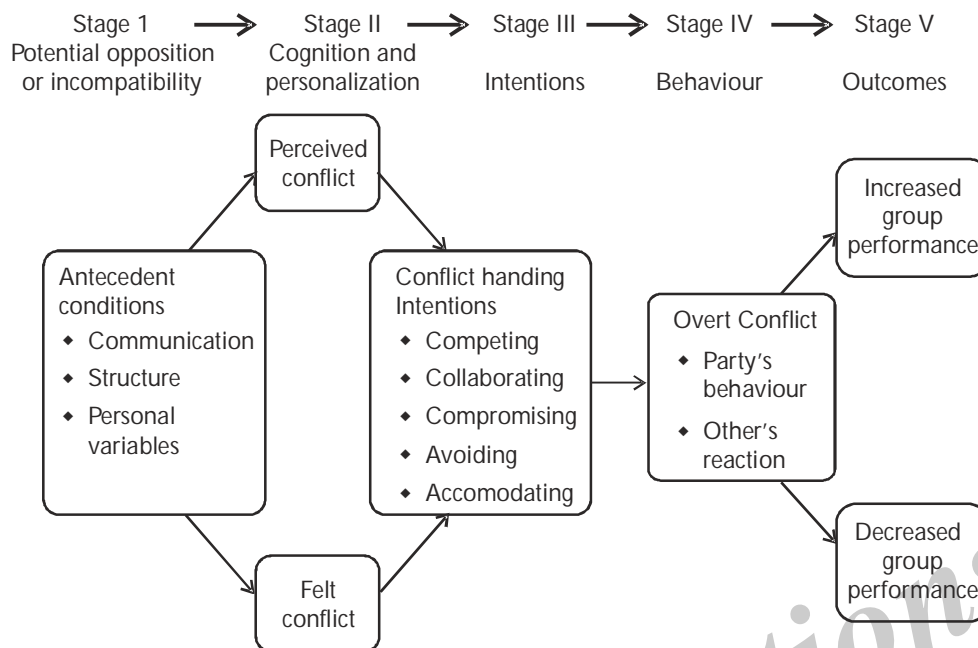


Fig.: Process of Conflict

Stage 1: Potential Opposition or Incompatibility

The first step in the conflict process is the presence on conditions that create opportunities for conflict to develop. These cause or create opportunities for organizational conflict to rise.

- i) **Communication:** Communication barriers such as semantic difficulties, noise, and disturbances in the communication channel, failure on behalf of the sender to convey the message properly, etc. might obstruct effective communication. This in turn might lead to a conflict among individuals.
- ii) **Structure:** The following are some of the variables that constitute the structure of organizations:
 - size of work groups
 - degree of specialization of employees
 - role clarity of individuals and departments
 - leadership style
 - diversity of goals and reward system.

The structural variables are also a major source of conflict in organizations. For instance, ambiguity in the roles and responsibilities of individuals in a work group might lead to conflicts.

- iii) **Personal Variables:** Every individual has different personality traits, value systems, etc. If these differences come to the fore during an interaction between the employees, then it might lead to a conflict.

State 2 : Cognition and Personalization

This stage occurs only when the individual (or a group) perceives a negative impact of the conditions discussed in the previous stage. During this stage, the affected individual or group develops a sense of opposition toward the other party. The affected individual might not necessarily 'personalize' the perceived

conflict. However, if the perceived conflict is prolonged then the individual might reach the 'felt' level where personalization may begin. At this point, both the parties concerned experience anxiety, tension, and frustration and might develop hostility toward each other. Clearly defining the issue over which there is a conflict and examining the role of emotions might help in determining the root cause and also the outcome of the conflict.

Stage 3 : Intentions

In the third stage of the conflict process, the individuals try to choose an action which will help them to settle or deal with the conflict. Toward this end, they attempt to understand the intentions of the other party. However, they should not do this based on the behavior of the others because there is often a mismatch between the behavior and real intentions of people.

Five types of conflict handling situations have been identified.

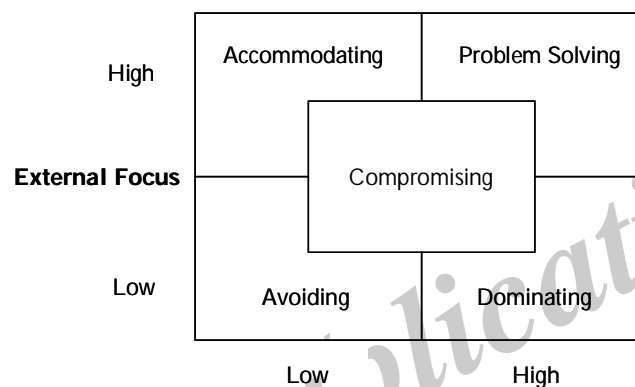


Fig. : Dimensions of Conflict-Handling Intentions

- (i) **Dominating** : This occurs when each party tries to satisfy its own need at the expense of the other party.
- (ii) **Avoiding** : This occurs when one party recognizes the conflict situation and tries to avoid the other party in order to avoid the conflict.
- (iii) **Accommodating** : This occurs when one party tries to satisfy the interests of the other party by sacrificing its own interests.
- (iv) **Problem-Solving** : This type of intention creates a win-win situation for both the parties. In this type, both the parties involved in the conflict are willing to co-operate with each other to resolve the conflict. However, both the parties are unwilling to let go of their personal interests.
- (v) **Compromising** : This occurs when both the parties involved in the conflict are willing to compromise and let go of some of their interests. Often, this leads to dissatisfaction among the individuals in both the parties.

Stage 4 : Behaviour

The existence of a conflict may not be visible to outsiders during the initial stages. However, as the conflict prolongs, the parties involved might make their conflicts explicit in the form of verbal statements, actions, and reactions. Outsiders get to know about the conflict as a result of the behavior of the parties involved.

Conflict behaviour can range from disagreements between the parties and subtle remarks to abusive physical attacks.

Stage 5 : Outcomes

This is the last stage of the conflict process. The interaction among the conflicting parties results in certain consequences which are known as 'outcomes.' Outcomes may have a positive or negative effect on organizations. They may be functional or dysfunctional.

(i) Functional outcomes

Functional outcomes are the result of constructive conflicts among individuals. They have a positive influence on organizations. The following are some of the advantages of functional outcomes:

- They help in preventing the group from accepting decisions which are based on inaccurate assumptions, inadequate consideration of attributes, and flawed decisions.
- They encourage group members to put forward creative and innovative ideas, which in turn might improve the quality of decisions to be taken by the management.
- Constructive conflicts, which arise due to differences in cultural background, might lead to diverse solutions that suit the needs of the diverse workforce.

(ii) Dysfunctional outcomes

Dysfunctional outcomes are the result of destructive conflicts among the individuals of the organization. They have a negative impact on the performance of the organization. Some of the disadvantages of dysfunctional conflicts are :

- They weaken relationship between the members of the organization.
- They hinder the effectiveness of the communication channel between individuals.

It has been observed that constructive conflicts encourage members of organizations to perform better. Therefore, managers should encourage constructive conflicts.

Q21. What are the different techniques to resolve conflict ?

Ans :

Conflict resolution is a method by which two more parties find a peaceful solution to a disagreement among them. The disagreement can be personal, financial, political, or emotional. When a disagreement arises, often the best course of action is negotiation to resolve the disagreement. We all know that when people gather for a discussion, it is not necessary that what one thinks is right the other thinks the same way, this difference in thinking or mentality leads to conflict.

Conflict arises when the person opposite to us has a different mindset. It is very common in a workplace to get into differences of opinion. Sometimes there is a conflict between two or more employees, sometimes employees have a conflict with their managers.

Here are five strategies from conflict management theory for managing stressful situations. None of them is a "one-size-fits-all" answer. Which one is the best in a given situation depends on variety of factors, including an appraisal of the levels of conflict.

1. **Collaborating** – win/win
2. **Compromising** –win some/lose some
3. **Accommodating** – lose/win
4. **Competing** – win/lose
5. **Avoiding** – no winners/no losers

1. Collaborating

This technique follows the rule "I win, you win". Collaborating means working together by integrating ideas set out by multiple people. The objective here is to find a creative solution acceptable to everyone. It calls for a significant time commitment but is not appropriate for all conflicts.

This technique is used in situations where :

- There is a high level of trust
- We don't want to take complete responsibility
- We want others to also have "ownership" of solutions

- People involved are willing to change their thinking
- We need to work through animosity and hard feelings

However, this process takes a lot of time and energy and some may take advantage of other people's trust and openness.

Example : A businessman should work collaboratively with the manager to establish policies, but collaborative decision-making regarding office supplies wastes time better spent on other activities.

2. Compromising

This technique follows the rule "You bend, I bend". Compromising means adjusting with each other's opinions and ideas, and thinking of a solution where some points of both the parties can be entertained. Similarly, both the parties need to give up on some of their ideas and should agree with the other.

This technique can be used in situations where:

- People of equal levels are equally committed to goals
- Time can be saved by reaching intermediate settlements on individual parts of complex matters
- Goals are moderately important

Important values and long-term objectives can be derailed using this technique. This process may not work if initial demands are high and mainly if there's no commitment to honor the compromise solutions.

Example : Two friends had a fight and they decide to compromise with each other through mutual understanding.

3. Accommodating

This technique follows the rule "I lose, you win". Accommodating means giving up of ideas and thoughts so that the other party wins and the conflict ends. This technique can be used when –

- An issue is not that important to us as it is to the other person

- We realize we are wrong
- We are willing to let others learn by mistake
- We know we cannot win
- It is not the right time and we would prefer to simply build credit for the future
- Harmony is extremely important
- What the parties have in common is a good deal more important than their differences

However, using this technique, one's own ideas don't get attention and credibility, and influence can be lost.

Example : When we fight with someone we love we choose to let them win.

4. Competing

This technique follows the rule "I win, you lose". Competing means when there is a dispute a person or a group is not willing to collaborate or adjust but it simply wants the opposite party to lose. This technique can be used when :

- We know you are right.
- Time is short and a quick decision is to be made.
- A strong personality is trying to steam roll us and we don't want to be taken advantage of.
- We need to stand up for our rights.

This technique can further escalate conflict or losers may retaliate.

Example : When in a debate the party with more facts wins.

5. Avoiding

This technique follows the rule "No winners, no losers". Avoiding means the ideas suggested by both the parties are rejected and a third person is involved who takes a decision without favoring any of the parties. This technique can be used when –

- The conflict is small and relationships are at stake
- We are counting to ten to cool off
- More important issues are pressing and we feel we don't have time to deal with this particular one
- We have no power and we see no chance of getting our concerns met
- We are too emotionally involved and others around us can solve the conflict more successfully

Using this technique may lead to postponing the conflict, that may make matters worse.

Example : Rahul and Rohit had a fight, their mother came and punished both of them.

4.3.4 Managing Conflict

Q22. How Conflicts can be Managed in an Organization ? Discuss.

(OR)

How do you Manage Conflict in Organization.

Ans : (Jan.-20, Jan.-18, Imp.)

Conflict is inevitable in any interpersonal relationship and can be a very positive experience, if managed properly. Why do we stay away from dealing with conflict? Many of us were raised to believe that conflict is something to be avoided, and is an experience of failure. However, conflict doesn't have to lead to failure, defeat, separation or termination of individual relationships. We all come to see the world in different ways, and we have different ideas about what's best for us and what's best for our group. It is actually a signal that change is needed and possible.

The ability to manage conflict is probably one of the most important social skills an individual can possess. This information is designed to help you acquire this skill. Specifically, it will offer information about :

- The different ways in which people deal with conflict.
- Increasing awareness of your own style of conflict management.

- A constructive method of conflict management which will not only lead to greater satisfaction of both parties involved, but also promote growth and development of your group.

In conflict management, the study of the conflict style is also important, as it helps to arrive at a solution. Some measures to manage conflicts are,

1. Goals and Objectives Should be Clear

Conflicts can be managed effectively, only if the goals, objectives, performance standards along with the roles are clearly defined.

2. Creating super ordinate goals are shared goals, involving everyone. So, there can be cooperation between the conflicting parties.

3. Solving Problem through Open Discussion

Conflicting parties should meet directly to identify the problem and discuss various solutions for solving it. Expansion of Resources

If there is scarcity of resources in one department, managers can become flexible and transfer resources from another department so as to create a win-win situation.

4. HRM policies and procedures to be followed in order to avoid and reduce conflicts that leads to attrition.

5. Non-monetary Awards

Are increased empowerment, interesting work, job design and so, on. This avoids conflicts but gives job satisfaction.

6. Avoiding Conflict by withdrawal from the source of conflict.

7. Development of Skills

Through development of interpersonal or group process skills a persons can understand his own personal behaviour and other persons also through communication.

8. Group Activities

Attention should be paid to the composition of a group to reduce dysfunctional conflict. The teams should be carefully selected.

9. Authoritative Command

Management by exercising its power can end the conflict amicably.

10. Organizational Processes

Through change of the formal organization structure and interaction pattern, conflicts can be reduced. This could be through transfers, job redesign, changing bureaucratic procedures and so on.

11. Socio-technical Approach

Psychological and social factors should be in conjugation with the structural and technical needs. This helps in reducing organizational dysfunctional conflict.

Q23. What are different styles of conflicts ?

Ans :

Conflict management must aim at minimizing affective conflicts at all levels, attain and maintain a moderate amount of substantive conflict, and also to match the status and concerns of the two parties in conflict.

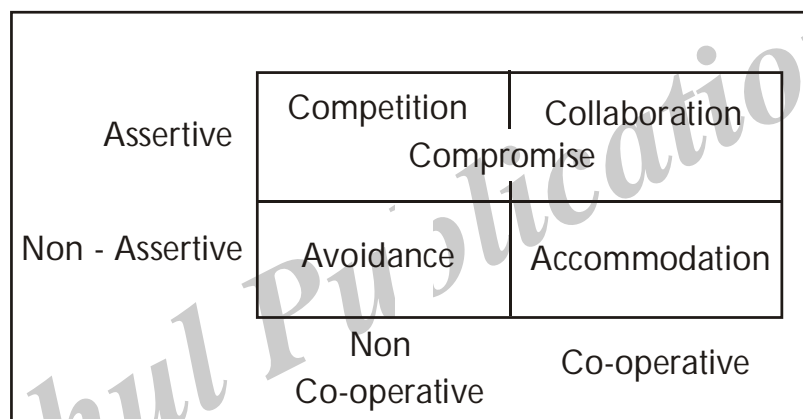


Fig.: Styles of Conflict

1. Avoidance (Leave-lose/win)

It is non-assertive and non-cooperative. The manager may think or pretend that no conflict exists or just ignore it. This strategy is used when the effort to resolve. But this approach over the time worsens the situation.

Avoidance might take the form of diplomatic sidestepping the issue or postponing resolution in time to come or simply withdrawing from a situation. A turtle is a symbol for avoidance, because it can avoid everything by pulling its head and legs into the shell to be off to everything.

2. Accommodating (Yield-lose/win)

Accommodating is non-assertive and cooperative, just opposite of competing. To solve the conflict, if someone puts his interests last so as to satisfy concerns of other people by giving in, sacrificing, or accepting, or yielding to other's view point, it is called accommodation.

However, being too accommodating too often can weaken your position to the point where your voice is never heard. There will be high relationship orientation. This style is also used when the new approach is to be used in the very near future. It may solve the conflict for the other party, but a conflict will begin in manager. This style is not objective.

A chameleon is a symbol of the accommodating style since it changes its color to match the color of its environment. By changing its color to accommodate its surroundings, the chameleon fits quietly into its environment.

3. Competing (Win/lose)

The style is assertive and non-cooperative. A person puts his/her interests before anyone else's interests. It is also known as dominating style. One stands up for his rights and uses all the power to win his position. There is low relationship orientation. Managers, using this style, want others to follow his dictates or get his way.

This style can be used only when one's leadership is established. There would be low relationship orientation. Low relationships orientation a lion can be a symbol of a competitive style. The lion's roar helps the lion to satisfy its interests.

4. Compromising (Mini-win/mini-lose)

It is some assertive and some cooperative. Compromise is on the path toward collaboration, somewhere between competition and accommodation. The style means mutual give-and-take to satisfy both parties, or both may say, "Something is better than nothing." It has equal distance between competing and accommodating.

There would be negotiated relationship orientation. When the objective is to move on, not to stop the journey, the manager may compromise. A zebra can be a symbol for the compromising style. A zebra's unique look seems to indicate that it didn't care if it was a black horse or a white horse, so it "split the difference" and chose black and white stripes.

5. Collaborating (Win/win)

It is assertive as well as cooperative, just opposite of avoiding. It may also be called integrative style. This style focuses on satisfying the underlying concerns of both the parties, meeting many current needs by working together. Through this style, employees develop ownership and commitment. Sometimes this style gives birth to new mutual needs.

Q24. Describe the causes and consequences of conflict.

(OR)

Analyze the causes and consequences of organizational conflict.

Ans :

Causes

The following are the causes/reasons of conflict,

1. Difference in Goals

One of the reason for a conflict to occur is difference in the goals of two individuals, both of them may be in conflict due to such difference. For example, One person's goal is to maximize the sales of a product whereas the other person may have different goal of improving the quality of the product. This leads to conflict among them.

2. Situational Conflict

There may be many sources of conflict, some of the sources or reasons depends on the thinking or mind set of individuals involved in a conflict, it can be conflict avoidance mode or conflict escalation mode, in this mode the difference in opinion of people in the situation can cause a conflict.

3. Interest of Members

Some individual indulge in a conflict for the purpose of gaining short term benefits which may serve only for a shorter period and disappears in long run. Such individual have a very narrow thinking of concentrating only on acquiring of benefit which may cause conflict to the other who is against interest of the other.

4. Limited Resources

In inter or intra groups conflict arise because the resources are limited in number and the want for such resources may be high which may also leads to a conflict between the members of the same group.

5. Power of Position

When the person at a higher level say a manager or chairperson who hold power in their position does not like to share their power with other because they may be insecure. Which lead to lack of trust among the other members which ultimately leads to conflict.

6. Stereotype Conflict

In this type of conflict members of the same group may differ in the attitude or behaviour but are assumed to have the same perception of the other member in the same group. Where some other member cannot accept such ideologies of stereotypes which causes a conflict between the group members.

7. Norms and Standards

When a group following some norms, rules regulations or standard in achieving and fulfilling their objectives which will need uniformity in group which may not be possible in a group due to difference in accepting of norms and very high standards.

8. Authority and Dependency

Some people are good at performing the task assigned to them by the other authoritarian person who can be a superior or senior manager, whereas some person like to have the high position which demand power. People at the higher position often make others dependent on them which can also lead to conflict.

Consequences

The various consequences of conflict can be categorized into two,

1. Positive consequences and
2. Negative consequences.

1. Positive Consequences

- (a) A conflicting environment in an organization gives an opportunity to the individuals for analyzing the situation in an unbiased and objective manner. An individual's knowledge with respect to a particular situation would be assessed and evaluated on the basis of their performance, discipline, behavior and also on procedures, policies, methods

and rules to be followed by him/ her. This type of knowledge assists/facilitates the individual in developing their skills further.

- (b) The organizational conflicts which arise in the organization are being resolved, then it would result in satisfaction of the needs of the managers and also acts as a source of great motivation and satisfaction for the managers.

- (c) The resolution process of organizational conflicts can also result in development of the individuals. People usually accept the rules and respect the values of an organization. Resolution of organizational conflicts brings the employees together and allows/enables them to work in coordination with one another and attain the common objectives.

- (d) Conflicting situations in an organization usually lead to great number of challenges for the managers. In order to face such challenges, the managers follow creative techniques and dynamic leadership styles. Attentiveness and vigilance forms the main part of their managerial styles.

- (e) In order to resolve conflicts, managers constantly identify new objectives, procedures, policies and values which are greatly accepted by the members. Therefore, change may be regarded as one of the positive consequences of conflict. The process of resolving organizational conflict acts as one of the main tool of organizational development. This is so because during the process of resolving an organizational conflict, the causes of conflict are traced, identified and evaluated quickly in order to enhance the internal environment of the organization.

2. Negative Consequences (or) Destructive Consequences

- (a) The hostile nature of groups, lack of trust among employees, negative feelings are some of the negative consequences of

conflict. If timely and appropriate corrective measures are not taken to overcome these consequences then these consequences would very badly effect the functioning of the organization.

- (b) Conflicts which take place in the organization at frequent intervals usually lead to confusion, inconsistency and imbalance in the employees. Lack of harmony in organizational objectives and lack of integration among the different subsystems of the organization are the main negative outcomes of conflicts.
- (c) Interpersonal and inter group conflicts would usually result in hostile feeling among group members, which would further result in unpleasant and unwanted behaviour from the group members.
- (d) Conflicts in an organization may result in the failure of achieving the planned goals i.e., goal displacement. A special focus, efforts and resources may be used as inputs for finding out an effective solution for organizational conflicts. Usually, conflict resolution becomes quite essential for employees as they invest their efforts and resources in resolving the conflicts instead of achieving organizational goals. Therefore, it results in displacement of organizational goals.

4.4 CONCEPT OF STRESS

Q25. What is stress ? Explain the causes of stress.

(OR)

Define stress. Explain various causes of Stress.

Ans : (Jan.-20, Imp.)

Meaning

Stress is a growing concern for organizations today. Stress can be explained as a lively

circumstance in which people face constraints, opportunities, or loss of something they desire and for which the consequence is both unpredictable as well as crucial. Stress is the response of people to the unreasonable/excessive pressure or demands placed on them.

Stress is not always negative. It may also bring out the best in individuals at times. It may induce an individual to discover innovative and smarter way of doing things. This positive dimension of stress is called as enstress. But usually, the term stress has a negative implication and this negative aspect of stress is termed as distress. For instance - When a subordinate is harassed or warned by his superior, unhappiness of unsuitable job, etc. We can say that "Stress causes some people to break, and other to break records."

Definitions

- (i) **According to Ivancevich and Matterson,** "Stress is the interaction of the individual with the environment. It is an adaptive response, mediated by individual differences and/or psychological process; that is a consequence of any external (environmental) action, situation or event that places excessive psychological and/or physical demands upon a person"
- (ii) **According to Beehr and Newman,** "Job stress is a condition arising from the interaction of the people and their jobs, and characterised by changes within people that force them to deviate from their normal functioning."

Causes

The following are the various causes of work stress found in individuals :

1. Extra organizational stressors

Employees of organizations are affected by extra organizational stressors like social and technological changes, family problems, relocation to new place, economic and financial conditions, race, class, residential and community conditions, etc. For instance, employees might find it difficult to concentrate on their work and meet the deadline, if they are facing family problems or crises.

2. Organizational stressors

According to Fred Luthans, administrative policies and strategies, organizational structure and design, organizational processes and working conditions act as macro-level organizational stressors. Other organizational behaviorists like Curtis W. Cook, Philip L. Hunsaker, and Robert E. Coffey suggest the following organizational stressors :

- High-stress jobs
- Dissatisfaction regarding job role
- Poor working conditions
- Organizational politics
- Poor work relationships

3. Individual stressors

The influence of individual stressors differs from person to person, since no two individuals undergo the same perceptual process. A person may be affected by the following individual stressors.

4. Role conflict and ambiguity

Role conflicts and ambiguity occur when employees do not have the required information and knowledge regarding their job. This in turn affects their performance and causes work stress.

5. Type A characteristics

Meyer Friedman and Ray Rosenman first categorized individuals into two profiles based on their personality characteristics. These are known as Type A and Type B personalities. The Type A individual is very competitive, highly involved in his work, aggressive, motivated, ambitious and very conscious of time.

Type B personalities have a relaxed and balanced approach to work and life. They are not very competitive and show lesser dedication towards their work as compared to Type A individuals. It has been observed that those with Type A characteristics are more prone to high levels of stress because they tend to have heavy work loads, put in long hours of work, and are under constant pressures to meet the deadlines.

6. Locus of control

It is believed that individuals who believe that they do not have control over their job and work environment are prone to higher stress levels than those who believe that they have a control over their work and work environment.

7. Learned helplessness

Sometimes individuals learn to accept certain stressors as a part of their work life, and believe that nothing they do can alter these stressors.

8. Self-efficacy

People with high self-efficacy believe that they are capable of coping with any situation. Such individuals are less prone to work stress than people with low self-efficacy.

9. Psychological hardiness

Refers to a person's ability to cope with stress. Therefore, people with high levels of psychological hardiness are capable of withstanding tremendous amounts of stress.

Q26. What are different dimensions of stress?

Ans :

Negative or overwhelming work experiences can cause a person substantial distress. Burnout, depression, and psychosomatic disorders are particularly common outcomes of work-related stress.

In general, individual distress manifests in three basic forms: psychological disorders, medical illnesses, and behavioral problems.

(i) Psychological Disorders

Psychosomatic disorders are a type of psychological disorder. They are physical problems with a psychological cause. For example, a person who is extremely anxious about public speaking might feel extremely may find themselves unable to speak at all when faced with the prospect of presenting in front of a group. Since stress of this type is often difficult to notice, managers would benefit from carefully monitoring employee behavior for indications of discomfort (or) stress.

(ii) Medical illnesses

Physiological reactions to stress can have a long-term impact on physical health. In fact, stress is one of the leading precursors to long-term health issues. Backaches, stroke, heart disease, and peptic ulcers are just a few physical ailments that can arise when a person is under too much stress.

(iii) Behavioral Problems

A person can also exhibit behavioral problems when under stress, such as aggression, substance abuse, absenteeism, poor decision making, lack of creativity, or even sabotage. A stressed worker may neglect their duties, impeding workflows and processes so that the broader organization slows down and loses time and money. Managers should keep an eye out for such behaviors as possible indicators of workplace stress.

(iv) Organizational Effects of Stress

Stress in the workplace can be, so to speak, "contagious" low job satisfaction is often something employees will discuss with one another. If stress is not noted and addressed by management early on, team dynamics can hurt the social and cultural synergies present in the organization. Ultimately, the aggressive mentality will be difficult to remedy.

Managers are in a unique position when it comes to workplace stress. As they are responsible for setting the pace, assigning tasks, and fostering the social customs that govern the work group, management must be aware of the repercussions of mismanaging and inducing stress. Managers should consistently discuss job satisfaction and professional and personal health with each of their subordinates one on one.

(v) Psychological Stress

Psychological stress is defined as "a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being.

There are any number of situations that can cause stress. **Dr. Gary Brown**, a licensed psychotherapist, says some of the more common stressors include :

- relationship conflicts at home
- new or increasing work responsibilities
- increasing demands
- financial strain
- loss of a loved one
- health problems
- moving to a new location
- exposure to one or more traumatic incidents, such as a car accident or a violent crime

Knowing how to spot the signs of stress is the first step in developing ways to manage its adverse effects.

Problems of Stress

Some of the more common physical, psychological, and Behavioral signs of chronic stress include:

- Rapid heart rate
- Elevated blood pressure
- Feeling overwhelmed
- Fatigue
- Difficulty sleeping
- Changes in behavior, including social withdrawal, feelings of sadness, frustration, loss of emotional control, inability to rest, and self-medication.

4.4.1 Potential Source of Stress

Q27. Explain the potential sources of stress.

Ans : (Imp.)

There are four different sources of stress.

- A) Extra Organizational Stressors
- B) Organizational Stressors
- C) Group Stressors, and
- D) Individual Stressors.

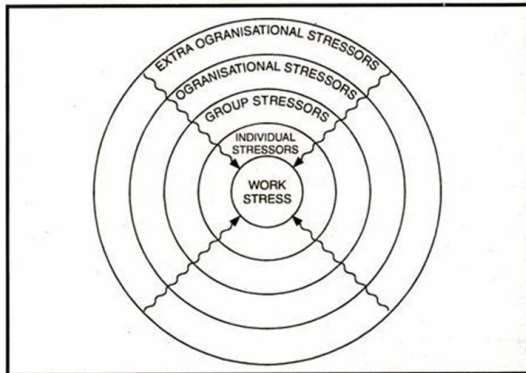


Fig. : Sources of Stress

A) Extra Organizational Stressors:

Job stress is not limited to things that happen inside the organization, during the working hours. Extra organizational factors also contribute to job stress.

These stressors include the following factors:

1. Political Factors

Political factors are likely to cause stress in countries which suffer from political uncertainties as in Iran, for example. The obvious reason is that the countries have stable political system where change is typically implemented in an orderly manner.

2. Economic Factors

Changes in business cycles create economic uncertainties. When the economy contracts, people get worried about their own security. A very important example is the great depression of 1930s. During this period, suicide rates touched the sky. Minor recessions also cause stress in the work force as downward swings in the economy are often accomplished by permanent reductions in the work force, temporary layoff or reduction in pay.

3. Technological Factors

Technological uncertainty is the third type of environmental factor that can cause stress. In today's era of technological

development new innovations make an employee's skills and experience obsolete in a very short span of time. Computers, automation are other forms of technological innovations, which are threat to many people and cause them stress.

B) Organizational Stressors

In organizations, there is no shortage of factors which can cause stress. Almost every aspect of work can be a stressor for someone. Although there are many factors in the work environment that have some influence on the extent of stress that people experience at the job, the following factors have been shown to be particularly strong in inducing stress:

1. Job Related Factors

Job related factors or task demands are related to the job performed by an individual.

These factors include the following:

- (i) If a job is too routine, dull and boring or happens to be too demanding in terms of frequent transfers or constant travelling, which limits the time he can spend with his family, the individual is likely to experience stress.
- (ii) Some jobs also be hazardous or morally conflicting to the individual who interfaces with it, for example, working in a explosives manufacturing factory for the individual who is a staunch believer in and advocate of peace. For lack of other job opportunities, he may be forced to work in this environment and this may be a constant source of severe stress and anguish to the person.
- (iii) Some duties and responsibilities have inbuilt stress such as those of the fire fighter or the police squad which defuses bombs.

- (iv) Jobs where temperatures, noise or other working conditions are dangerous or undesirable can increase anxiety. Similarly, working in an overcrowded room or invisible location where interruptions are constant, can also lead to stress.
- (v) The more interdependence between a person's tasks and the tasks of others, the more potential stress there is. Autonomy, on the other hand tends to reduced stress.
- (vi) Security is another task demand that can cause stress. Someone in a relatively secure job is not likely to worry unduly about losing that position. On the other hand, if job security is threatened stress can increase dramatically.
- (vii) Another task demand stressor is workload. Overload occurs when a person has more work to do than he can handle. The overload can be either quantitative (the individual has too many tasks to perform or too little time in which to perform them) or qualitative (the person believes that he lacks the ability to do the job). On the other hand, the opposite of overload is also undesirable. It can result in boredom and apathy just as overload can cause tension and anxiety. Thus, a moderate degree of work related stress is optimal because it leads to high level of energy and motivation.

2. Role Related Factors

Role related factors relate to pressures placed on a person as a function of the particular role he or she plays in the organization.

Individuals can experience the following role related stresses:

(i) Role Conflict

Role conflict occurs when two or more persons have different and sometimes opposing expectations of a given individual. Thus, there are two or more sets of pressures on the individual so that it is not possible to satisfy all of them. Role conflict takes place when contradictory demands are placed upon an employee simultaneously. For example, an advertising manager may be asked to produce a creative ad campaign while on the other hand, time constraint is put upon him, both roles being in conflict with each other.

Another type of role conflict is the inter-role conflict where an individual plays more than one role simultaneously in his life and the demands of these roles conflict with each other. For example, a police officer is invited to his friend's wedding party where the guests use drugs which are against the law. Here he faces a role conflict.

(ii) Role Ambiguity

Stresses from job ambiguity arise when an employee does not know what is expected of him or her or how to go about doing the job. For example, if an employee who joins an organization is left to himself to figure out what he is supposed to be doing and nobody tells him what the expectations of him or his role are, the newcomer will face a high level of role ambiguity.

Even an old employee can be given a responsibility without being given much information. For example, a production manager might tell a foreman that 500 units of steel rods are to be manufactured in next five days

and leaves town immediately without specifying what kind of additional help will be provided, or what the purpose, cost, weight or design details are. The foreman is left with a lot of role ambiguity and does not know how he should go about doing the job.

(iii) Role Overload

Role overload refers to the situation when an individual is expected to do too many things within a limited time as part of the daily routine. For example, if Mrs. X is expected to perform the duties of a supervisor, receptionist, public relations officer and an accountant, she is likely to experience a lot of stress from the several roles she has to play during the day. She may be able to manage the various roles for a short period of time, but if expected to continue in this fashion on a long term basis, she is likely to fall sick or quit.

3. Inter Personal and Group Related Factors

Interpersonal demands are pressures created by other employees. Group related stressors include factors like conflicts, poor communication, unpleasant relationship and fear of being ostracized from the group as a valued member.

Working with superior, peers or subordinates with whom one does not get along can be a constant source of stress. Some people can deal with conflicts and misunderstandings in an open way and resolve issues as they arise. Many, however, find it difficult to do this and build internal stresses for themselves.

Moreover, lack of social support from colleagues and poor interpersonal relationships can cause considerable

stress, especially among employees with a high social need. Sometimes, the individuals try to avoid these stresses by remaining absent as frequently as possible and even start looking for new jobs.

4. Organizational Structural Factors

Organizational structure defines the level of differentiation, the degree of rules and regulations and where decisions are made. Excessive rules and lack of participation in decisions that affect an employee are examples of structural variables that might be potential stressors.

5. Organizational Leadership Factors

These factors represent the managerial style of the organization's senior managers. Some managers create a culture characterised by tension, fear and anxiety. They establish unrealistic pressures to perform in the short run impose excessively tight controls and routinely fire employees who fail to turn up.

6. Organization's Life Cycle

Organizations go through a cycle. They are established; they grow, become mature and eventually decline. An organization's life cycle creates different problems and pressures for the employees. The first and the last stage are stressful. The establishment involves a lot of excitement and uncertainty, while the decline typically requires cutback, layoffs and a different set of uncertainties. When the organization is in the maturity stage, stress tends to be the least because uncertainties are lowest at this point of time.

C) Group Stressors

Another source of stress in organizations is poor interpersonal relationships or conflicts. These conflicts can be among the members of the group or between the superiors and subordinates. Groups have a lot of influence

on the employees' behaviour, performance and job satisfaction. On the other hand, the group can also be a potential source of stress.

Group stressors can be categorized into the following factors:

1. Group Cohesiveness

The famous Hawthorne studies had proved that group cohesiveness is very important to the employees, particularly at the lower levels of the organization. Lack of cohesiveness can be very stress producing, especially for those persons who cannot thrive in isolation.

The other side of the picture is that too much cohesiveness can also lead to stress. Sayings like "Too much familiarity breeds contempt" are very valid because prolonged contact with other people can also cause stress. This stress becomes more intensified when the people we are close to or with whom we come in contact with are in distress themselves. For example, people tend to become distressed when their friends, colleagues or peers are in distress. Due to this reason people belonging to certain specific professions, which deal with the problems of other people have the highest level of stress.

According to Albercht, doctors have the highest rate of alcoholism of any of the professions and that psychiatrists have the highest rate of suicide.

2. Lack of Social Support

Satisfaction, though, a state of mind is primarily influenced by the positive external factors. These factors include friendliness, respect from other members and self respect, support, opportunity to interact, achievement, protection against threats and a feeling of security. In this type of social support is lacking for an individual, it can be very stressful.

3. Conflicts

People who are working in the organizations are prone to interpersonal and intergroup conflicts. Conflict has both functional and dysfunctional aspects. Whenever conflict has dysfunctional consequences, it will lead to stress in all the concerned parties.

4. Organizational Climate

Much of the group or interpersonal relationships depend upon the organizational climate. An overall organizational climate may have a relaxed style of working or it may be tense and crisis oriented. All the employees of such organization will be continuously tense, if the climate in general is unfriendly, hostile or totally task oriented.

D) Individual Stressors

The typical individual works for about 8 to 10 hours a day. The problems and experiences which he has to face in the remaining 14 to 16 non-working hours can spill over to his work place. Our final category of stressors thus includes personal or individual stressors.

Following are the main factors which can cause stress to individuals:

1. Job Concerns

One of the major job concerns is lack of job security which can lead to concern, anxiety or frustration to the individual. The prospect of losing a job especially when you have a family and social obligations is always very stressful. Career progress is another reason of anxiety. This is particularly true for middle aged people, because middle age is a period of soul searching and self doubt. If these people were not given promotions when due or they feel that the jobs which were given to them were beneath their qualifications, they may become very anxious. This anxiety will lead to stress.

2. Career Changes

When an employee has to relocate geographically because of a transfer or promotion, it disrupts the routine of his daily life causing concern and stress.

The relocation can lead to the following problems:

- (i) The fear of working in a new location.
- (ii) Unpredictability about new work environment.
- (iii) Anxiety about creating new relationships.
- (iv) Uprooting of children from their schools and friends.
- (v) If the employee has got a working spouse then the stress is greater.

Uncertainty about getting a new job at the new location creates some degree of stress.

Thus, when a person is geographically relocated, his stress will depend upon how many changes occur in his social relationships and family life. More the changes, more will be the stress.

3. Economic Problems

Some people are very poor money managers or they have wants and desires that always seem to exceed their earning capacity. When individuals overextend their financial resources, or in simple words, if they spend more than they earn, it will always cause stress and distract the employees from their Work.

4. Changes in Life Structure

The life structure of a person changes as he grows older. As a person grows older, his responsibilities to himself as well as others change and increase. The

higher the responsibility, the greater the stress.

5. The Pace of Life

As the responsibilities of a person increase, his capacity to execute them should also increase. A hectic pace of life when the person is always busy in business or otherwise can create more stress than a relaxed pace of life. Certain professions like teaching are less stressful than those of company executives, bankers or businessmen.

6. Life Change and Life Traumas

Life change and life traumas are both stress producing. Life changes may be slow (like getting older) or sudden (like the death of a spouse). Sudden changes are highly stressful. Life traumas can be highly stressful. A life trauma is any upheaval in an individual's life that alters his or her attitudes, emotions or behaviours. Life change and life trauma look alike but there is difference between the two.

4.4.2 Individual Differences

Q28. Explain briefly about individual differences of stress.

Ans :

One of the biggest difficulties in managing stress lies in the fact that stress begins as an individual experience. There are individual differences which directly influence the point at which an individual begins to experience stress. Each person's experience of stress differs and must be dealt with on an individual basis. These individual differences are not always within the control of the person and may arise at different stages in each person's life. Being Individual differences in experiencing stress

There are many individual differences which may influence the onset of stress. The majority of these individual stress will fall into one of 4 categories.

1. Life Stage

There are a number of different stages of life - childhood, adolescence, early adulthood, midlife, pre-retirement and post-retirement. Each of these stages brings its own pressures e.g. trying to find your identity in adolescence, having children in early adulthood, dealing with the life adjustments of retirement. Also, with time the age at which people changes stages changes e.g. people are now having children later than.

2. Major personal events

There are many major events which can occur during a person's life. These include deaths, births, marriage, divorce, redundancies etc. To make matters worse many of these events lie outside of the control of the individual which makes them harder to manage.

3. The daily grind

There are many small events which may occur during the regular day. These events may be small on their own but the cumulative impact can be too much to cope with.

4. Personal resilience

A person's ability to manage their energy and release pressure and tension has a massive influence on their ability to avoid, or cope with, stress.

Consequently, one would expect to find differences between cultures in stress levels, reactions to stress and the coping mechanisms employed.

Here, we shall focus on the major parameters or factors which distinguish western cultures from eastern cultures, or more specifically, British culture from Indian culture. Three interrelated factors have been hypothesized as below:

Individualism — Communalism

Cognitivism — Emotionalism

Free will — Determinism

Each of the above factors needs to be understood as extending along a continuum, and not in dichotomous terms.

The salient values and behaviours of groups of people may be described as being more individualism-oriented and less communalism oriented, and vice versa. In fact, these values can be described at any measurable point along the continuum, and over time, may even move along the dimension from one end to the other. The theoretical bases of these factors have been described at length elsewhere. The model allows us to predict the sets of conditions under which an individual's position is likely to shift – in either direction – along each continuum. Several sets of hypotheses deduced from the above theoretical model have been subjected to rigorous empirical tests in different cultures, particularly in India and in England, and the analyses of the data lend firm support to the above theoretical model.

Let us now examine each concept briefly, and trace its relationship to stress.

Individualism

One of the distinguishing features of western society is its increasing emphasis on individualism. At an abstract level, the concept itself has come to acquire several different meanings: an ability to exercise a degree of control over one's life, the ability to cope with one's problems, an ability to change for the better, reliance upon oneself, being responsible for one's actions, self-fulfillment and self-realization of one's internal resources. Individualism has also been the subject of considerable debate among western thinkers. Some writers have argued

4.4.3 Cultural Differences**Q29. Explain briefly about cultural differences of stress.**

Ans :

Each culture produce its own unique sets of stressors. Cultures vary not merely in terms of their physical, economic, and social environments, but also in terms of their values and ideology. Values are the currently held normative expectations of social and moral conduct. There is an obvious inter-active process between values and behaviour. And since certain values are culture-specific, it follows that certain behaviours are also culture-specific. Therefore certain stressors too are culture-specific.

that the notions of individualism are incompatible, even antithetical, with communal interests. The 'dog-eat-dog' philosophy is seen as being divisive in terms of the promotion of communal goals, and in the long run it alienates fellow-beings from one another, Archard argues that even within a Marxist framework, it is difficult to reconcile the interests of individualism with those of the community. However, there are others who extol its virtues, which are in keeping with the spirit of capitalism and free enterprise.

4.4.4 Consequences of Stress

Q30. What are the various consequences of stress.

Ans : (Jan.-20, Imp.)

Stress shows itself in a number of ways, such as high blood pressure, ulcers, irritability, difficulty making routine decisions, loss of appetite, accident proneness, and the like.

1. Physiological consequences

Stress influences the biological system of the human being. Certain visible forms of stress are increased blood pressure, proneness to heart diseases, cancer sweating, dry mouth, hot and flashes cold, frustration, anxiety, depression, increased level of cholesterol, ulcer, arthritis, etc. physical stress increases the body metabolic rate. This results to malfunctioning of internal and consequently the body disorder. This is felt in the form of increasing heart beating, increase in breathing rate and headache. This creates biological illness. The physical stress also creates psychological problems. In fact, physical stress and psychological disorders are interrelated. However, physical disorders and stress always need not associate positively. This is because of complexity of symptoms of physical stress and lack of objective measurement of impact of stress on bodily disorders.

2. Psychological Consequences

Psychological consequences are interrelated to biological consequences. They are invisible, but the employees' job performance. Psychological stress creates a pressure on human brain. This is expressed in terms of

certain psychological symptoms such as anger, Anxiety, depression, nervousness, irritation, tensions, anxiety and emotions lead to procrastination. Psychological stress produces interpersonal aggressions, misunderstanding in communication, poor job performance, lowered self esteem, increased resentment, low concentration on the job and increased dissatisfaction. Psychological stress produces harshness in the behavior and may lead to assumption of authoritarian leadership style by the superior executive.

3. Behavioural Consequences

Stress has an impact on employee's behaviour. An abnormal behavior is observed in those individuals who are prone to stress. A change in eating habits, sleep disorder, increased smoking alcoholism, fidgeting and aloofness are some of the behavioural changes observed in stressful employees. Sometimes leads to anxiety, apathy, and depression and emotion disorder. This leads to impulsive and aggressive behaviour and frequent interpersonal conflicts. Under eating, overeating, drug abuse and sleeplessness are some of behavioural consequences. The following are some propositions relating to stress and behaviour.

(i) Perception

Stressful individuals develop tension and anxiety. As a result, their level of understanding considerably decreases. When perceptual distortions occur in the employees, it may adversely affects decision making process, interpersonal understanding, inter-personal communication and capacity to work with groups. They become stress intolerable. All these lead to increased levels of interpersonal conflicts.

(ii) Attitudes

Continued stressful environment creates certain permanent negative impressions in the mind of employees. These permanent impressions adversely influence their work performance. For

example, an employee developing a negative attitude on work, superior, working conditions, organizational climate and culture intentionally decreases his output. He also becomes demoralized and the motivation level decreases.

(iii) Learning

Employees in organizations continuously learn new skills and techniques. Learning new methods and techniques to adapt themselves and discharge their jobs effectively is inevitable to employees. Stressful employees cannot learn the things quickly.

4. Organizational Consequences

Stress has negative impact on the performance of the job. Organizations face the problems of poor performance and other negative consequences. Some of them are described below:

(i) Absenteeism

Employees subject to stress were found to addict to drugs and alcohol. Thus, they abstain from the jobs frequently. This creates discontinuity in the jobs and adversely effect performance of other employees.

(ii) Turnover

Turnover and stress have shown some relationships. An employee experiencing continued stress develops disgust and frustration. Therefore, they are likely to change their jobs.

(iii) Decision-Making

Excessive stress distorts perception of managers. This adversely affects their capacity to take decision. Thus, stressful executives become irrational in the decision making. This leads to loss of organizational resources and reputation.

iv) Disturbed Customer Relationship

Employees experiencing excessive stress develop irritation, looses emotional

tolerance. Intolerance impels them to pick up conflicts easily due to misunderstandings. Employees dealing with the customers and the public disturb relationship due to their impatient behaviour. For instance sales persons, bank employees, otherwise, customers dealing with them will have trouble in dealing with the company. This also creates poor impression on the corporate image of the organization.

4.4.5 Managing Stress

Q31. What are the Strategies for Managing Stress

Ans :

(Jan.-20, Imp.)

Stress experienced by the employees in their job has negative impact on their health, performance and their behaviour in the organization. Thus, stress needs to be managed effectively so as to set off these harmful consequences. Strategies for managing stress are as follows :

A) Organizational Strategies for Managing Stress

1. Encouraging more of organizational communication with the employees so that there is no role ambiguity/conflict. Effective communication can also change employee views. Managers can use better signs and symbols which are not misinterpreted by the employees.
2. Encourage employees' participation in decision-making. This will reduce role stress.
3. Grant the employees greater independence, meaningful and timely feedback, and greater responsibility.
4. The organizational goals should be realistic, stimulating and particular. The employees must be given feedback on how well they are heading towards these goals.
5. Encourage decentralization.
6. Have a fair and just distribution of incentives and salary structure.

7. Promote job rotation and job enrichment.
8. Create a just and safe working environment.
9. Have effective hiring and orientation procedure.
10. Appreciate the employees on accomplishing and over-exceeding their targets.

B) Individual Strategies for Managing Stress

1. The employees should make a "to-do" list daily, prioritize the acts in the list and plan the acts accordingly. Take regular breaks during work to relax you. By effective time management, the employees can achieve their targets timely and can meet work pressures and, thus, avoid stress.
2. Do hard work. Strive to achieve your goals but do not do it to the harm of family, health, or peer.
3. Indulge in physical exercises. It helps in effective blood circulation, keeps you fit, diverts mind from work pressures.
4. Encourage a healthy life style. Take a regular sleep, have plenty of water, have healthy eating habits. Promote relaxation techniques such as yoga, listening music and meditation.
5. The employees should have optimistic approach about their work. They should avoid connections with negative approach employees.
6. The employees should have emotional intelligence at workplace. They should have self-awareness, self-confidence and self-control at workplace.
7. The employees should build social support. They should have close connections with trustworthy peer who can listen to their problems and boost their confidence level. This social network will help the employees to overcome stress.

8. Employee counselling is a very good strategy to overcome employee stress. Through counselling, employees can become aware of their strengths and how to develop those strengths; their weaknesses and how to eliminate them; and they can develop strategies for changing their behaviour. Employees are also given career counselling which helps in reducing their ambiguities with regard to career.
9. Find a fun way to release stress, such as, cracking jokes, playing tennis, golf, etc.
10. Do not remain pre-occupied with yourself. Turn your focus outwards. Help others. This will release some stress.

Short Question and Answers

1. Define Power.

Ans :

Meaning of Power

Power is an important element in motivation. It is required to motivate individuals or groups to work towards a certain end. In this context, it is also an important aspect in leadership.

Definitions

- (i) **According to Max Weber** "Power is the probability that one actor within the relationship will be in a position to carry out his own will despite resistance."
- (ii) **According to Nord** "Power is the ability to influence flows of the available resources towards certain goals as opposed to other goals. Power is assumed to be exercised only when these goals are at least partially in conflict with each other."
- (iii) **According to Robbins** "Power refers to a capacity that A has to influence the behaviour of B. So that B does something he or she would not otherwise do."

2. Distinguish between Power and Authority.

Ans :

Power	Authority
1. Power refers to the ability of the individual which can influence others.	1. Authority refers to the right to command and get the work done out of the employees.
2. Power is basically related with leadership.	2. Authority is basically given to the person in the managerial position.
3. The scope of power is broader and it implies authority, as the person who has power also has authority. Authority constitutes power.	3. The scope of authority is narrow. For instance in the case of a manager who is being given enough authority may not be given equal power.
4. Power has both negative and positive sides personally dominating others is a negative side/facet while utilizing power socially is a positive facet/side.	4. Authority has single side. Bringing out the differences in authority is not regarded as correct.
5. Power is a person's attribute or quality.	5. Authority is not in the hands of any person it is actually given to the managerial/top position, legitimate power is same as authority.

3. Define Conflict

Ans :

Conflict is feeling of disagreement among parties. It occurs when groups in the organization disagree over significant issues. A conflict has both positive and negative characteristics.

In particular, conflicts frequently occur when a person or a group believes that, its attempts to achieve its goals are being blocked by another person or group. It may also result from anticipating trouble.

Conflict is often considered as harmful. Besides, it is advantageous in some situations. Some organizations, mainly profit centered ones, believe that conflict is dysfunctional. Many of the nonprofit organizations consider conflict as beneficial and conducive to higher quality decision-making. They believe that non-presence of conflict can lead to laziness.

Meaning of Conflict

Employees in organizations have different opinions and attitudes, considering their varying backgrounds. Therefore, there is a possibility that conflicts may arise during interactions between them. Although a conflict might foster a competitive environment to a certain extent, prolonged conflicts could prove detrimental to the organization. Hence, there is a need for these conflicts to be resolved at the earliest. An ideal way of settling conflicts is through the negotiation process. A study of the inter-group behavior of people in organizations is also essential for understanding and resolving organizational conflicts.

Definition of Conflict

According to Follett, "Conflict is the appearance of difference, difference of opinions, of interests."

Organizational conflict occurs when a stakeholder group pursues its interests at the expense of other stakeholders. Given the different goals of stakeholders, organizational conflict is inevitable. Conflict is associated with negative images, such as unions getting angry and violent, but some conflict can improve effectiveness. When conflict passes a certain point, it hurts an organization.

4. Transition in conflict thought

Ans :

1. The Traditional View Conflict

Under traditional view conflict is a process in which people disagree over significant issues, creating friction between parties. One view of conflict is that it is dysfunctional and harmful to organizations, because the struggle over incompatible goals is a waste of time that prevents people and organizations from being productive and reaching their potential.

2. Interactionist View of Conflict

On the other hand, interactionist view states that when conflict is based on issues rather than personalities, it can enhance problem solving and creativity. Open discussions of differing viewpoints allows for a thorough consideration of alternatives and their consequences in the course of decision making. Conflict can also increase motivation and energize people to focus on a task.

3. Human Relation View Conflict

Human relation view states that Conflict is a natural occurrence and we should accept conflict.

5. Functional conflict in Organization.

Ans :

Functional conflicts are constructive, support the company's goals, and improve performance. It generally involves people who are genuinely interested in solving a problem and are willing to listen to one another.

Stimulating functional conflict is a great way to improve the team's performance and generate new ideas. It involves getting the team to either defend or criticize ideas based on relevant facts rather than on the basis of personal preference or political interests.

There are two widely accepted techniques for doing this: devil's advocacy and the dialectic method.

1. Devil's Advocacy

This method involves assigning a team member the role of a critic. This person should always question and critique any ideas that your team may have, usually resulting in critical thinking and reality testing. However, it is recommended that this role gets rotated amongst your team to avoid any particular person from developing a strictly negative reputation.

2. Dialectic Method

This approach involves facilitating a structured debate of opposing views prior to making a decision. By hearing the pros and cons of all the different ideas, the team will have greater success in making sound decisions. However, it should be noted that a major drawback of this method is that the emphasis to win a debate often clouds the issue at hand.

6. Dysfunctional conflicts in an organization.

Ans :

Dysfunctional conflicts on the other hand, consist of disputes and disagreements that hinder your company's performance. This generally involves people who are unwilling to work together to solve a problem and is often personal.

When dysfunctional conflicts arise in the workplace, there are various methods for dealing with it, including :

1. Integrating

This method is also known as problem solving and generally involves encouraging opposing parties to confront an issue and cooperatively identify the problem, generate alternative solutions and select the most appropriate solution. Misunderstandings and similar disputes can often be resolved using this method.

2. Obliging

This occurs when a person neglects their own concern in order to satisfy the concern of the opposing party. A characteristic of this conflict management style includes playing down differences while emphasising on commonalities.

3. Dominating

Also referred to as forcing, people that adopt this approach often have an "I win, you lose" mentality. Dominating relies on formal authority to force compliance and is generally appropriate when unpopular but necessary solutions are implemented.

4. Avoiding

This involves either passive withdrawal from the problem or active suppression of the issue. It is generally appropriate for trivial issues or when the negative effects of confrontation outweigh the benefits of resolving the conflict.

5. Compromising

This is a give-and-take approach for resolving dysfunctional conflicts and is particularly useful when the parties involved possess equal power.

7. What is stress ?

Ans :

Meaning

Stress is a growing concern for organizations today. Stress can be explained as a lively circumstance in which people face constraints, opportunities, or loss of something they desire and for which the consequence is both unpredictable as well as crucial. Stress is the response of people to the unreasonable/excessive pressure or demands placed on them.

Stress is not always negative. It may also bring out the best in individuals at times. It may induce an individual to discover innovative and smarter way of doing things. This positive dimension of stress is called as eustress. But usually, the term stress has a negative implication and this negative aspect of stress is termed as distress. For instance - When a subordinate is harassed or warned by his superior, unhappiness of unsuitable job, etc. We can say that "Stress causes some people to break, and other to break records."

Definitions

- (i) **According to Ivancevich and Matterson**, "Stress is the interaction of the individual with the environment. It is an adaptive response, mediated by individual differences and/or psychological process; that is a consequence of any external (environmental) action, situation or event that places excessive psychological and/or physical demands upon a person"
- (ii) **According to Beehr and Newman**, "Job stress is a condition arising from the interaction of the people and their jobs, and characterised by changes within people that force them to deviate from their normal functioning."
- (iii) **According to TA Beehr and JE Newman**, job stress is "a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning."

8. Dimensions of stress

Ans :

(i) Psychological Disorders

Psychosomatic disorders are a type of psychological disorder. They are physical problems with a psychological cause. For example, a person who is extremely anxious about public speaking might feel extremely nauseated or may find themselves unable to speak at all when faced with the prospect of presenting in front of a group. Since stress of this type is often difficult to notice, managers would benefit from carefully monitoring employee behavior for indications of discomfort or stress.

(ii) Medical Illnesses

Physiological reactions to stress can have a long-term impact on physical health. In fact, stress is one of the leading precursors to long-term health issues. Backaches, stroke, heart disease, and peptic ulcers are just a few physical ailments that can arise when a person is under too much stress.

(iii) Behavioral Problems

A person can also exhibit behavioral problems when under stress, such as aggression, substance abuse, absenteeism, poor decision making, lack of creativity, or even sabotage. A stressed worker may neglect their duties, impeding workflows and processes so that the broader organization slows down and loses time and money. Managers should keep an eye out for such behaviors as possible indicators of workplace stress.

(iv) Organizational Effects of Stress

Stress in the workplace can be, so to speak, "contagious"—low job satisfaction is often something employees will discuss with one another. If stress is not noted and addressed by management early on, team dynamics can erode, hurting the social and cultural synergies present in the organization. Ultimately, the aggressive mentality will be difficult to remedy.

Managers are in a unique position when it comes to workplace stress. As they are responsible for setting the pace, assigning tasks, and fostering the social customs that govern the work group, management must be aware of the repercussions of mismanaging and inducing stress. Managers should consistently discuss job satisfaction and professional and personal health with each of their subordinates one on one.

(v) Psychological Stress

Psychological stress is defined as "a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being."

9. Referent Power.

Ans :

French and Raven states (1959), referent power is originated from other's expectations to please an agent especially for the one they have strong feelings of affection, admiration and loyalty. Generally, people desires to favour their friends and they does not feel anything to carry the requests of one whom they respect. Further, the strongest kind of referent power entails the influence process termed as 'personal identification'. The target person to gain and hold the approval and acceptance of an agent should do what the agent ask him to do like, initiation of agents behaviour, develop those attitudes similar to agent (expressed by agent).

Referent power becomes advantageous for the one who is friendly, attractive, charming and trustworthy. The impact of agent over target person tends to increase when there is strong referent power though agent did not keep much attempts to enjoy this power.

Ways to Acquire and Maintain Referent Power

- (a) Show acceptance and positive regard.
- (b) Be supportive and helpful.
- (c) Use sincere ways of ingratiation.
- (d) Whenever necessary defend and back-up people.
- (e) Do unsolicited favours.
- (f) To show concern, to do self-sacrifices.
- (g) Keep promises.

There is one more way to perform/carry out referent power i.e., through 'role modelling'.

10. Dependency.

Ans :

The study of power is incomplete without understanding the role of 'dependency' in the process of application of power. When a person is dependent on another for a certain thing, then the other person is said to have power over him/her. The extent of "dependency" is inversely proportionate to the availability of substitute sources. The level of dependency depends upon the importance, scarcity, and non-substitutability of the resource controlled by a person.

1. Importance

The importance of resources as perceived by an individual is a major element in deciding the level of dependency of a person. For example, the marketing department in a manufacturing company might have a greater influence if the company gives more importance to it. Similarly, the research and development department may influence an organization if the organization lays more emphasis on product innovation.

2. Scarcity

The dependency levels of individuals on people who control scarce resources is higher. For instance, when the demand for employees possessing certain skills is more than their supply, then they are paid much higher salaries than other employees.

3. Non-substitutability

When a particular resource does not have any viable substitutes, then the person who controls that resource will have power over those who require that resource. When the resources possessed by a person cannot be substituted, then people who are in need of such resources have to be dependent on the person who possesses them.

11. Potential Sources of Stress.

Ans :

There are four different sources of stress.

- A) Extra Organizational Stressors
- B) Organizational Stressors
- C) Group Stressors, and
- D) Individual Stressors.

(A) Extra Organizational Stressors:

Job stress is not limited to things that happen inside the organization, during the working hours. Extra organizational factors also contribute to job stress.

(B) Role Related Factors

Role related factors relate to pressures placed on a person as a function of the particular role he or she plays in the organization.

(C) Group Stressors

Another source of stress in organizations is poor interpersonal relationships or conflicts. These conflicts can be among the members of the group or between the superiors and subordinates. Groups have a lot of influence on the employees' behaviour, performance and job satisfaction. On the other hand, the group can also be a potential source of stress.

(D) Individual Stressors

The typical individual works for about 8 to 10 hours a day. The problems and experiences which he has to face in the remaining 14 to 16 non-working hours can spill over to his work place. Our final category of stressors thus includes personal or individual stressors.

Choose the Correct Answers

1. _____ involves the goals of the leaders & followers [a]
(a) Leadership (b) Politician
(c) Hierachy (d) None
2. The development levels of individuals on people who control _____ resources is higher [a]
(a) Scarce (b) Sufficient
(c) Normal (d) None
3. Organization has _____ resources [d]
(a) Scarce (b) limited
(c) Less (d) All the above
4. _____ is influencing factor in an organization [a]
(a) Management (b) Leader
(c) Managers (d) None
5. _____ Yets created from the values of the under top management selection criterion and socialization process of an employee in an organization [a]
(a) Organization culture (b) Organizational behaviour
(c) Organizational communications (d) None
6. Power end politics enable the individual to perform _____ [a]
(a) Team work (b) Team spirit
(c) Individualness (d) None
7. _____ is a rivalry between competing interesting group or individual [a]
(a) Organizational politics (b) Leadership
(c) Individualness (d) None
8. _____ is feeling of disagreement among parties [a]
(a) Conflict (b) Contingency
(c) Attributes (d) All the above
9. Management by exlerlising its power can be called as [a]
(a) Authority (b) Power
(c) Culture (d) Society
10. _____ involves transfer of information [a]
(a) Communication (b) Scripting
(c) Both (d) None

Fill in the blanks

1. _____ is the probability that one actor within the relationship will be in a position to carry out his will despite resistance.
2. _____ involves the goals of the leader and followers
3. _____ focuses on downward influence
4. _____ is conveyed through fear of losing one's job.
5. _____ is conveyed through reward in individual for compliance with one's wishes
6. _____ comes from having a position of power in an organization.
7. _____ comes from one's experience skills or knowledge.
8. The dependency level of individual on people who control. _____ resources is higher
9. _____ typically have limited resources.
10. Leader should get his position in organization strictly on basis of his _____

ANSWERS

1. Power
2. Leadership
3. Leadership
4. Coercive power
5. Reward power
6. Legitimate
7. Expert power
8. Scarcity
9. Organization
10. Performance

UNIT V

Leadership : Leadership and Management – Leadership Styles - Theories of Leadership – Traits – Behavioral Model (Managerial Grid) – Contingency (Feildler, Path goal, Tri-dimensional – Inspirational approaches

Communication: Significance –Process- Formal and Informal Communication - Barriers to communication- Improving Communication Skills – Introduction to Transactional Analytics – The Human impact of computer Mediated Communication.

Change – Challenges contributing to Change – Types of Change Approaches – Contemporary Issues in Change.

5.1 LEADERSHIP

5.1.1 Introduction of Leadership

Q1. Define Leadership. Explain the Characteristics of Leadership ?

Ans : (Dec.-12)

Meaning

Leadership is the factor that helps individuals and groups to achieve the goal. It is the process of influencing and supporting employees or others to work enthusiastically toward achieving the objectives.

Definitions

- (i) "Leadership is a process of influencing people to direct their efforts towards the attainment of some particular goal or goals."
- (ii) **According to Harry Truman** "Leadership is the ability to get other people to do what they don't want to do and like it".
- (iii) **According to Chester Barnard** "Leadership is the ability of a superior to influence the behavior of his subordinates and persuade them to follow a particular course of action."
- (iv) **According to Koontz and O'Donnell** Leadership is the ability of a manager to induce subordinates to work with confidence and zeal."
- (v) **According to George R. Terry** "Leadership is the activity of influencing people to strive willingly for mutual objectives."

Characteristics

After analyzing the definitions of leadership, the following major characteristics become quite apparent:

1. Followers

The first requirement of leadership is the presence of followers without whom leadership cannot be thought of. Without followers, leader himself has no existence. Therefore, it is important that leader should have followers (or the employees) to work with.

2. Personal Ability

Leadership depends on the ability of a particular individual. For example, the degree of the success of a manager will be in proportion to his qualities of leadership. Different scholars have different opinions about the ability of an individual with reference to leadership. According to one opinion this ability is inborn, while according to the other view this ability can be acquired. Still the third opinion holds the view that leaders are born as well as made.

3. Influencing Process

Leadership is a process of influencing people. It means taking other people under one's influence. Under leadership a leader behaves with his followers in such a manner that they come under his influence effortlessly and they start working in accordance with his wishes.

4. No Need of Coercion

It is an important characteristic of leadership that it does not require coercion. A manager so impresses the employees with his behaviour that they willingly start working. Leadership does not mean getting work out of the employees under coercion.

5. Full Capability Utilization

It is clear that ordinarily an individual does not work at his full capacity. He needs to be encouraged to do so and this is possible only under leadership. Thus, it is a characteristic of leadership that the followers start working at their full capacity.

6. Ideal Conduct

It is important for leadership that a leader should have an ideal conduct. He should not only be delivering lectures to others but should behave in a manner that he expects from others. For example, if a manager tells his employees to be punctual in coming to their work but himself always arrives late at office, he cannot be a successful leader.

7. Leadership is a Continuing Process

Leadership is a continuous process. In other words, the job of a leader does not end by explaining the objectives of the organization to his followers but they have to be regularly guided. Therefore, it can be said that leadership is a dynamic process.

8. Leadership is a Part of Management but not all of it

Generally, management and leadership are thought to be synonyms, but it is a wrong idea. Under management, we include planning, establishing the organizational structure for the implementation of planning, appointing competent persons on different posts in the organizational structure, and exercising control over them. All these functions require a manager but he cannot successfully perform these functions if he does not know how to lead or get work done through other people. The reality is that a leader is not appointed separately but a manager has to take the burden of leadership while performing his managerial functions.

Under leadership the followers have to be influenced while all the above mentioned functions come under management. These functions cannot be performed without leadership. Thus, management is incomplete without leadership. On the other hand, if leadership is considered to be management it loses its existence because it requires the objectives determined by the management. If there are no objectives, what for the leadership should be and for whom it should be. It is, therefore, clear that leadership is a part of management but not the whole of it.

9. Leadership is ever a new Process

Normally the nature of work, the efficiency of people, enthusiasm for work and level of competition continue changing. In this way new problems daily confront the leader in the changing situations. To face these problems the leader has to find out new techniques of leadership so that he continues motivating his followers as usual so that they can successfully achieve the objectives. It is, therefore, said that leadership is always a new process.

10. Leadership is something a person does, not something he has

Leadership is associated not with the name of a person or his position but with his works. In other words, leadership is recognized from the way how successfully a person influences his followers. For example, a person holding a high post can lack the qualities of leadership, while another person on a low level post can be a leader because of his really good behaviour. In other words, the presence of the qualities of leadership in an individual does not depend on his bookish knowledge but on his practical knowledge.

11. Leadership transforms Potential into Reality

Leadership is that power which brings to light the latent abilities with the help of one's conduct. Generally, some employees cannot estimate their capabilities. There is a mental limit of their work which tells them that they

cannot do any more than this but in reality it is not so. An efficient leader brings out their hidden capability by motivation. Thus, the objectives which appear to be imaginary are converted into reality.

12. Leaders exist because of the need of the people to follow some one

If the human nature has a tendency to work, there will be no need to have a leader but the reality is not so. Mostly the employees shirk work so long as they do not get clear orders and directions. Leadership fulfils such needs of the people. Leadership strikes an understanding between the available business environment and the feelings of the employees. They are motivated in such a manner that they start using their utmost capacity most enthusiastically in the available situations.

Q2. Explain about Leadership Skills in Organization ?

Ans :

'The continuous advancement in technology in the present business environment has implied that the leaders require more than just personality traits or behavior to accomplish their tasks. In other words, it has now become necessary for leaders to possess the relevant knowledge and skills to survive in the highly competitive and complex business world. According to Robert Katz, the following skills would help leaders in achieving their goals. These skills also have a great degree of interrelationship between them.

1. Technical Skills

Employees at operational and professional levels should have certain technical skills, which will help them perform their jobs well. However, as employees are promoted to higher managerial positions in the hierarchy, the relevance of these skills decreases.

2. Human Skills

Human skills such as co-operating with members of the organization, developing positive interpersonal relationships, and working effectively in teams are essential for employees at all levels in the hierarchy. However, human skills are more important to people in leadership positions.

3. Conceptual Skills

With the help of conceptual skills, an individual can analyze complex situations, rationally process and interpret available information, and accordingly design a suitable solution to a problem. Also conceptual skills help the individual to foresee what the consequences of his actions will be. Therefore, conceptual skills are very important for managers who are constantly exposed to complex and difficult business situations and are also involved in the construction of long-term plans and goals of organization.

In Figure below, we can see that all levels of management require similar level of human skills whereas the need for technical skills decreases and the need of conceptual skills increases as we move up the organizational hierarchy.

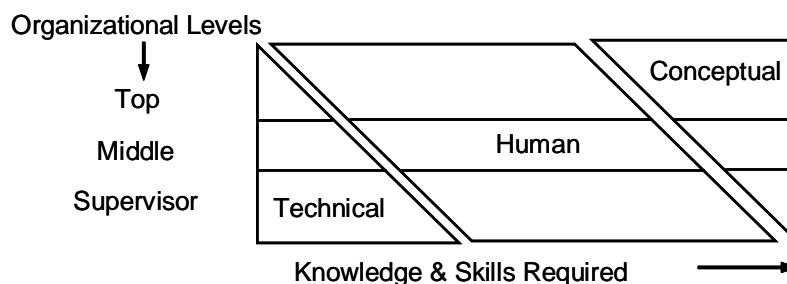


Fig. : Leadership Skills Required at Different Organizational Levels

Q3. Explain the Importance of Leadership ?*Ans :*

The significance of leadership in management will be clear if we study the functions which are performed by a leader. The functions are as follows :

1. Determination of Goals

A leader performs the creative function of laying down goals and policies for the group he is leading. He also acts as a guide in interpreting the goals and policies.

2. Organization of Activities

A good leader divides organization activities among the employees in a systematic manner. The relationships between them are clearly laid down. This reduces the chances of conflict between them.

3. Achieving Coordination

A leader integrates the goals of the individuals with the organizational goals and creates a community of interests. He keeps himself informed about the working of the group. He shares information with the group for the coordination of its efforts.

4. Representation of Workers

A leader is a representative of his group. He takes initiative in all matters of interest to the group. He also attempts to fulfill the psychological needs of his followers.

5. Providing Guidance

A leader guides the subordinates towards the achievement of organizational objectives. He is available for advice whenever a subordinate faces any problem.

6. Inspiration of Employees

A good leader inspires the subordinates for better performance. Motivation is necessary for getting the desired work from the subordinates. The leader motivates the employees by providing them economic and non-economic rewards.

7. Building Employees' Morale

Good leadership is indispensable for high employee morale. The leader shapes the thinking and attitudes of the group. He develops good human relations and facilitates interactions among the members of the group. He maintains voluntary cooperation and discipline among followers.

Q4. What are the Functions & Qualities of Leader?*Ans :***(Dec.-14)**

Leadership is an inspiring medicine which motivates the employees for the accomplishment of the predetermined objectives of the organization. According to Koontz and O'Donnell, the major function of leadership is to create proper environment and maintain it throughout to achieve the desired results.

Functions**1. To Define Organizational Goals**

The first function of leadership is to explain the objectives of the organization. The leader himself gets acquainted with the objectives and places them in simple language before the employees. The works required for the accomplishment of objectives are given priority. The works which happen to be the prominent ones are placed on the top in a definite sequence so that they can be specially taken care of in their performance.

2. To divide the Work as per Capability

After having determined the works required for the achievement of the objectives of the organization, they are divided among the employees according to their capabilities. The more difficult and important works are assigned to educated and trained employees.

3. To Guide the Activities

The leader gives his subordinates the necessary guidance in their efficient work performance. They are told how a work can be accomplished with the help of some method in the minimum time.

4. To Maintain Discipline

The fourth major function of leadership is to maintain discipline. A leader can inspire his subordinates to observe the prescribed rules only through discipline. It is especially important to note that the type of discipline which a leader expects from his followers has to be first made applicable to his ownself. That is why it is said, "Discipline after self administration," meaning thereby that one has to make rules applicable to one's ownself before talking about discipline.

5. To Create Effective Communication

Under leadership proper communication is created to establish a balance among different activities of the organization and also to maintain cordial relations among the employees. The communication process is considered complete only when something said by someone is received by the other party in the same spirit in which it has been said. Communications should be in simple language so that every individual can easily understand its meaning. It makes many successful rounds of exchange of ideas among the manager and employees possible.

6. To Understand the Feelings of his Subordinates

Another important link in the chain of functions of leadership is to understand the feelings of the subordinates. Why does a human group follow a particular individual? In reply to this question it can be said that this particular person provides them security, gives them opportunities to earn money, gives them the authority to work and tries to understand their feelings. That is why they follow him. Anybody who takes care of the above mentioned things is willingly accepted as a leader. As a result of this they work with full dedication and enthusiasm.

7. To Secure Cooperation

It is clear that the job of converting the objectives of the organization into reality is done by the employees. It is not possible so long as there is complete cooperation

between both the sides (manager and the employees). Now the question arises how this feeling of cooperation should be created. The suggestions and advice given by the employees should be respected; their difficulties whether they are connected with the organization or with their family life should be listened to sympathetically, and they should be given chances of promotion. All these functions can be performed only by a leader.

8. To Represent the Organization

The leader also represents the organization. When he gives orders and directions, apart from being the manager, he is representing the enterprise also. Similarly, when he handles the outside people, he represents the enterprise.

9. To Make Decisions

The changing situations present many new problems to the leader and to solve them he has to take decisions. Not only this, even in daily works like what work is to be got done through a particular person, how motivation is to be done, what type of communication is to be made - he has to take decisions. In order to be a successful leader one should possess the quick decision taking power.

10. To Design Environment as per Result Expectations

The last important function of a leader is to create such an environment or conditions within the organization which will be appropriate for the achievement of expected results. It is not only to be created but has to be maintained. For example, we expect a very high quality of production from our employees but we have neither good quality raw material, nor modern machinery and there is no feeling of cooperation among the employees also. In such circumstances because of the lack of proper environment the desired results cannot be obtained. It is, therefore, clear that the leader establishes an appropriate environment for the successful attainment of objectives.

Qualities of Leader

The following are qualities for successful leadership:

1. Ability to Motivate

Leadership means motivating the followers to follow the leader. It shows that it is important to have the ability to motivate in order to make the meaning of leadership meaningful or purposeful. The leader should know the different methods of motivation so that the employees can be motivated according to their nature.

2. Ability to Communicate

The chief function of a leader is to have communication with the employees and other individuals regarding various information, orders, thoughts, etc. This job should be performed in a simple language keeping in view the ability of the person receiving communication so that the receiver takes the communication in the same spirit in which it is conveyed. The effect and its quickness will depend on the amount of communication skill of the person concerned.

3. Quick Decision-making Power

A leader has to face many new difficulties. In order to handle these problems successfully, he should have substantial decision-making power. If the decisions are taken quickly, the leadership gets an extra shine. Quick decision-making power presents no hurdle in any work and makes the right work possible at the right time. In its absence the leader and the entire organization look weak, works get delayed unnecessarily, the consumers get dissatisfied and finally, the reputation of the enterprise suffers.

4. Integrity

It is important that a leader should be a man of integrity. It means that the style of his functioning should depend on goodwill, truth, morality and be free from deceit. A leader is a link between the owner and the employees. Therefore, he should be faithful to both. For example, the owner should be informed before hand about any possible loss and the employees should not be fed on false promises.

5. Full of Courage

A leader should be courageous. Courage here means that whatever he feels should be strongly implemented. In other words, the leader should fearlessly stick to the decision once taken. A courageous leader never wavers on the path of truth and never falls a prey to the feelings of his opponents. This quality of a leader affects the people working with him and they also become quick in their work performance.

6. Self-confidence

It is important to have self-confidence in order to win over his followers completely. Self-confidence should depend on the leader's own knowledge. For example, a leader takes a decision about some work and he himself is not satisfied with his own decision. It means that he lacks self-confidence and, therefore, the decision cannot be successfully implemented. Self-confidence generates courage in an individual. Thus, a manager can provide successful leadership only when he possesses self-confidence.

7. Flexibility of Mind

It is important that a leader should not be a follower of a beaten track which means that he should not implement old ideas. He should change his ideas according to new technology and economic changes.

8. Ability to Understand the Feelings of Others

A leader should have the ability to understand the feelings and interests of his followers. So long as he does not understand the expectations of his followers, there is no possibility of his being successful. For example, if some employee gives some suggestion to the leader which the latter ignores, it injures the feelings of the employee which directly affects his work performance.

9. Sense of Responsibility

A good leader should possess the sense of responsibility. According to Bernard, "Responsibility means that emotional situation, when he has failed to discharge

some moral obligation, and which gives him a sharp sense of dissatisfaction." Thus, every individual should avoid such dissatisfaction. Hence, the only way to avoid this is to work sincerely for the realization of those objectives for which he has been appointed in the enterprise.

10. Tolerance

Tolerance means acting with patience in the face of difficulties. If patience is not exercised at the time of difficulties, the decisions taken are likely to be wrong and it will result in failure. On the other hand, if the decision is taken after realizing the situation and thinking over it, success is certain to follow. A man of tolerance alone can guide his followers properly. Therefore, along with other qualities a leader should have this virtue also.

11. Alertness

Decisions taken in a hurry adversely affect activities. Therefore, when a decision is being implemented one should be aware of its consequences. Prompt decision may be essential but it can be fatal also. It is thus obvious that a leader who is aware of the future situations and remain in touch with them, will be successful. He should also be conscious of the fact that the employees are not planning against him.

12. Technical Ability

Technical ability means that ability which he utilizes in his work performance in the form of his knowledge, methods and techniques. This ability is acquired through experience, education and training.

13. Psychological Expert

A leader is connected with a human group. All the persons working in a human group belong to different religions, castes and tastes. It is not an easy job for an ordinary person to understand all these persons. It requires a psychological expert who can understand their feelings correctly. If a leader possesses this quality, he can immediately understand the feelings of his followers simply by looking at their faces. Hence, a leader should also be a psychological expert.

14. Human Ability

A leader has a direct contact with the active source of production (human group) with whose help the passive sources like capital, land, machinery, material, etc., are utilized. A leader is himself a human being and he gets work performance from other human beings. Therefore, they should be treated as human beings rather than anything else. If, however, the manager feels that he has bought these persons by giving them jobs, and, therefore, he can treat them the way he likes, it would be absolutely a wrong approach. In order to get work out of the employees they have to be provided non-economic facilities along with economic facilities. Therefore, human ability is a very important quality of successful leadership.

15. Physical and Mental Fitness

Physical and mental fitness is the last quality that leadership should possess. It is an established fact that a healthy mind exists in a healthy body. On this very basis it can be said that a leader should be physically fit so that he can exercise a positive influence on his followers. Mental health means that he should be a clear headed person, in other words, he should understand the point of view of others quickly and make his point of view understandable to others in a simple manner.

Q5. Write about different types of leaders ? (OR)

Explain different types of leaders ?

Ans :

Generally 6 types of leaders are found in different spheres of life. The main kinds of leaders are as follow:

1. Formal leader

A formal leader is selected by the organization. E.g. In the ordination a manager is a formal leader by virtue of the authority coming from

the organization. A manager influences others to help accomplish the goals of the organization. Such a Leadership lasts over a long of time.

2. Informal Leader

An informal leader is chosen by the group. Thus all managers are leaders if their authority is accepted, but not all leaders are managers. Informal Leadership is leadership without position and may shift from one person to another. It may last for a short time. Most people are leaders at one time or the other and they may have influence on others as defined by the concept of leadership itself.

3. Democratic Leader

Democratic leader is one of who perform according to the wishes of his followers. He performs what his followers or majority wants. Democratic Leader is concerned with the interest of followers and subordinates, majority.

4. Intellectual Leader

In the organization, intellectual leaders are those who win the confidence of their followers by their superior knowledge. In most of the organizations there are a few experts whose advice is Sought on all matters in which they are experts. Intellectual Leader may be a production expert, a marketing expert or purchase expert.

5. Autocratic Leader

An autocratic leader is one who dominates and drives his followers through coercion. An autocratic leader Loves power and loves to use it in promoting his own ends.

6. Creative Leader

A Creative leader controls through united and voluntary activities by the members of his group directed by him towards specific goals which are satisfactory to all. A creative leader draw Out the best in his followers without exerting an undue personal influence on the peoples.

5.2 MANAGEMENT

Q6. Define Management Explain the Features of Management.

Ans :

Management is the art of getting things done through and with the people in formally organized group. Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.

Definitions :

- (i) **According to William Spriegel** Management is that function of an enterprise which concerns itself with the direction and control of the various activities to attain the business objectives.
- (ii) **According to Louis A. Allen** Management is the planning, organizing command, coordination and control of the technical, financial security and accounting activities.
- (iii) **According to Joseph Messie** Management is the process by which a cooperative group directs action towards a common goal.
- (iv) **According to George R. Terry** Management is a distinct process consisting of planning, organizing, activating and controlling performed to determine and accomplish the objectives by the use of human beings and other resources.

Features

1. Organized Activities

Management is a process of organized activities, where a group of people are involved in working towards a common objective, management comes into existence. The organized activities may take a variety of forms ranging from a tightly structured organization to a very loosely structured organization.

2. Existence of Objective

An objective (or) set of objectives should exist towards which the organized group activities

are directed. The existence of objectives is a basic criterion of every human organization because all organizations are deliberate and purposive creation and therefore, they should have same objectives. The objectives are agreed upon by the members of the group/organization. The realization of objectives is sought through the coordinated efforts of the people constituting an organization.

3. Relationship among Resources

Organized activities meant to achieve common goals are brought about to establish certain relationships among the available resources. Resources include money, machine, materials and men. The essence of management is integration of various organizational resources. Thus management is concerned with the proper utilization of human resources which, in turn utilize other resources.

4. Working with and Through People

Management involves working with people and getting organizational objectives achieved through them. The idea of working through people is interpreted in terms of assigning activities to subordinates. Through the process of assignment and reassignment of activities, the actual work is performed by people at the operative level which is the lowest level in an organization.

5. Decision-making

Decision-making basically involves selecting the most appropriate alternative out of the several. The quality of alternatives which a manager selects determines the organizational performance, and the entire future of the organization rests on the degree to which the right decisions are made by managers. The success (or) failure of managers can be judged by the quality of decision that they make.

Q7. Explain the Nature of Management.

Ans :

The study and application of management techniques in managing the affairs of the organization have changed its nature over the period of time. Various contributions to the field of management have changed its nature from merely a practice to science.

1. Multi-disciplinary

Management drawn freely ideas and concepts from disciplines as psychology, sociology, anthropology, economics, ecology, statics, history etc. Management integrates the ideas and concepts taken from these discipline and presents newer concepts which can be put into practice for managing the organization.

2. Dynamic Nature of Principles

Principle being a fundamental truth which establishes cause and effect relationships of a function. The principles framed by the management are flexible in nature and change with the environment in which an organization exists.

3. Relative, not Absolute Principles

Management principles being relative not absolute, should be applied according to the needs of the organization in the light of prevailing conditions. Thereby giving allowance for different changing environment.

4. Management : Science or Art

Management is both science and art. Management uses both scientific knowledge and art in managing an organization. Science is based on logical consistency, systematic explanation, critical evaluation and experimental analysis.

The process of management does involve the use of know how and skills like any other art such as music, painting, sculpture etc.

5. Management as Profession

Profession is an occupation for which specialized knowledge, skills and training are required and the use of these skills are not

meant for self satisfaction but these are used for larger interests of the society and the success of these skills are measured not in terms of money alone.

6. **Universality of Management is a Universal Phenomenon**

Management is a universal phenomenon. However, management principles are not universally applicable but are to be modified according to the needs of the situation.

Q8. **Explain the Objectives of Management.**

Ans :

Objectives are described as the results to be achieved by an organization. Managerial objectives may be defined as the goals which are predetermined, which have a defined scope and the methodologies that suggest direction to the efforts of managerial personnel.

In order to achieve the managerial objective the management should clearly define and effectively communicate these objectives to all the concerned people. The objectives should be formulated in such a way that they are attainable with the available resources as the objectives reflect or determine the ultimate goals of the organization.

Importance of managerial objectives are,

- (i) They provide a basis for the performance.
- (ii) They establish identity of the enterprise.
- (iii) They provide direction to organized effort.
- (iv) They help in uplifting the morale and motivate employees.
- (v) They provide basis for decision-making.
- (vi) They provide a basis for control.

The objectives of management can be classified as,

1. Economic objectives
2. Human objectives
3. Social objectives and
4. Organic objectives.

1. **Economic Objectives**

(a) **Profit Earning**

Every business organization is established with a motto to sell or make goods and services to attain a substantial profit. So it is inevitable for an organization to face the uncertainties in a business cycle, change in demand pattern, fluctuation in money markets, changing outlook of customers. All these have to be managed so that the organization earns profit and in turn the organization should share its profits with the society.

(b) **Production of Goods**

When an organization is established to earn profits, for doing so it has to produce goods by optimal utilization of resources like men, money, material and machinery which could lead to the increase in efficiency and getting higher productivity with minimum effort and the goods so produced are sold in the market. The customer satisfaction is the factor which decides the economic growth of the organization.

(c) **Creating Markets**

All the goods produced have to be sold, for doing so the objective of an organization is to open up new markets, penetrate into existing markets, increasing the market share. The businessmen look for new consumers for increasing their sales and also to retain customers by supplying them better quality of goods at reasonable prices.

(d) **Technological Improvement**

As the markets are highly competitive and the products are pushed into market to meet the needs of customer, to retain the place in market it is evident that the business men should always strive to upgrade the technologies used for production and change to the new market environment and should be in a position to produce and offer good quality goods with lower prices.

2. Human Objectives

(a) Welfare of Employees

Though the basic objective of earning profit could be possible only when the employees are committed to work as they help in increasing the profit of the firm. So, that management has a responsibility towards the employees to look after them by providing all possible benefits to employees and help in increasing the quality of living standards of the employees.

(b) Customer Satisfaction

The consumer should be provided with good quality products at reasonable prices. The aspirations and perceptions of the customers have to be given prime importance as the business is meant for consumers and their satisfaction should be the main objective of the business. So responsibility to consumers means that we have to set up and maintain the quality and service in addition to lower price tag.

(c) Satisfaction of Shareholders

As the organization grows in size it is difficult to individually finance the running of the organization. So these organizations have shareholders who contribute and invest in the companies. For this, the management should give reasonable return on the money invested by the shareholders and there should be a provision to make the shareholder aware of developments and profits earned, so that we can have a satisfied shareholder.

3. Social Objectives

(a) Availability of Goods

The business organizations should ensure the supply of products to meet the requirements of the society. The firm should make a study to know the demand and accordingly the production and supply of goods should be done.

So business organization should ensure that goods are available in market in order to meet the demand.

(b) Quality of Goods and Services

One of the basic responsibility of the businessman is to supply quality goods and services to customers at reasonable prices.

(c) Cooperation with Government

The government has fixed priorities for the execution of policies for the growth and development of the nation. The businessmen should be reliable to the government agencies while paying tax dues and other liabilities, by doing so business men cooperate with the government in helping to achieve the objective of establishing socialistic pattern of society.

(d) Creating Job Opportunities

Every business can help the society by creating new job opportunities. The business expansion will help the firm in gaining more profits and also employment to the unemployed.

(e) Natural Resources

Efforts should be made by the businessmen to put the insufficient natural resources to the best possible use. Wastage of any such resource is a loss to the firm and to the nation.

4. Organic Objectives

(a) Survival

In case of cut-throat competition, profits become very low. Organizations tend to operate very carefully and survival becomes in such cases, their survival becomes crucial objective.

(b) Growth

As the business prospers, it tends to merge with other firms or take over them to gain profits on large scale and to attract more customers.

(c) Recognition

The business organizations attain recognition in society by providing better customer service, increasing market share and by caring for society and environment.

Q9. Explain the Significance of Management ?

Ans :

Management is must for every enterprise. The existence of management ensures proper functioning and running of an enterprise. Management can plan the activities to achieve the objectives and utilize the available resources at minimum cost.

1. Management Meets the Challenge of Changes

In the modern business world, there are frequent changes, the changes place the business in a dangerous position. Only an efficient management can save the business from the dangers brought in by the challenges.

2. Accomplishment of Group Goals

The achievement of objectives of a business depends upon three factors. The proper planning of available resources, adjusting possibility of business unit with existing business environment and the quality of decision taken and control made by the business unit are the factors responsible for achieving objectives.

3. Effective Utilization of Business

There are eight M's in the business, which are men, money, materials, machines, methods, motivation, markets and management. Management has control over other remaining M's.

4. Effective Functioning of Business

Ability, experience, mutual understanding, co-ordination, motivation and supervision are some of the factors responsible for the effective functioning of business. Management makes sure that the abilities of workers are properly used and cooperation is obtained with the help of mutual understanding.

5. Resource Development

Efficient management is the life of any developed business. The resources of the business may be identified and developed by the management. The term 'resources' includes men, money, material and machinery.

6. Sound Organization Structure

Management lays down the foundation for sound organization structure. Sound organization structure clearly defines, the authority and responsibility relationship.

7. Management Directs the Organization

The human mind directs and controls the functioning of the human body. Similarly, the management directs and controls the functioning of an organization.

8. Integrates Various Interests

Each person has his own interest. These interests are different in nature. Management takes steps to integrate various interests to achieve the objectives of an organization.

9. Stability

The fluctuations of business are stabilized by the management. The fluctuation of business are caused by changing policy of the government pressures on the part of competitors and changing preferences of customers. The efficient management can run the business as per the policy framed by the government, face the competitors in the market and produce the articles as per the preferences of customers.

10. Innovation

New ideas are developed by the management and implemented in the organization. Better performance is achieved through new ideas.

Q10. What are the Functions of Management.

Ans :

Management is considered to be process and identification of the basic functions is necessary. These basic functions describe the job of management. The basic functions of management are,

1. Planning
2. Organizing
3. Staffing
4. Directing
5. Controlling
6. Coordination
7. Decision-making.

1. Planning

Planning is outlining what, how, where, when and by whom, a task is to be achieved. Everything is planned before and a blue print is prepared. Planning is the opposite of random action. Hence, as far as possible a definite programme of action is made. But because it refers to the future and the future is uncertain, the management takes help from research, facts and trend forecasts. Again planning is the pre-action stage and it is the basis of all future actions. Therefore, it states clearly what, how, where, when and by whom the various business activities are to be performed.

Elements of Planning

- (i) **Forecasting** These are predictions which are based on the past and present data.
- (ii) **Objectives** They are the end towards which the activities of the enterprise are aimed. Objectives are decided by the top management which are considered as targets and aims of planning. They are fixed in nature.
- (iii) **Policies** They specify what can be done or what cannot be done to achieve the given objectives.
- (iv) **Strategies** These refer to the course of action to be adopted and followed for the achievement of long-term and short-term objectives.
- (v) **Budgets** These are the plans giving details such as expense budget, sales budget etc.

2. Organizing

Organizing involves identification of activities required for the achievement of objectives of the firm and implementation of plans. Organizing is the function of making arrangement for all the necessary resources required to work for achieving the objectives. It means making arrangements for all six M's (money, men, machines, material, marketing and managing) of business, therefore it involves the following steps.

- (a) Activities determination.
- (b) Staff recruitment.
- (c) Work allocation.
- (d) Authority and duty determination.
- (e) Power delegation.

Thus, organization prepares a stage for taking necessary actions.

3. Staffing

After the objectives have been formulated for the achievement of objectives, the next step in the management process is to procure suitable personnel for maintaining the jobs. So staffing is the function which enables the recruitment of suitable personnel.

Staffing consists of various sub-functions like,

- ♦ Manpower planning which decides the number and the kind of personnel required.
- ♦ Recruitment is a sub-function which attracts suitable number of potential employees to seek jobs.
- ♦ Selection of the most suitable persons.
- ♦ Placement, induction and orientation.
- ♦ Training and development of employees.

4. Directing

Directing consists of guiding and supervising the subordinates in activities. Management means getting work done by others i.e., the subordinates have to be properly guided and supervised in their respective jobs so that the common goal is achieved.

Directions are not only to be given but also to be obeyed. Hence, they must be definite, clear cut. Under-standable, communicable and practicable. Direction sets the organization in action.

5. Controlling

Controlling consists of making the results tally with targets or achieving close correspondence between plans and performance. The process of measuring the current performance of the employees and assess whether the ,given objectives are achieved or not.,

The various steps in controlling includes,

- a) Establishment of standard works.
- b) Assessment of actual work.
- c) Determination of deviation.
- d) Corrective action.

Controlling brings results nearer to the targets.

6. Coordinating

Coordinating means achieving team spirit and unity of action among the subordinates for achieving the common business objectives. In business unit, hundreds of persons are busy in numerous different jobs in various works in so many different places. But all are individually and collectively working for the same objective, called coordination. Need of coordination arises particularly because of the existence of,

- (a) Numerous persons at work.
- (b) Sub divisions and complexity of work.
- (c) Delegation of authority and responsibility.
- (d) Chances of differences between executives and specialists.

All these and similar factors make coordination by the manager very necessary.

The following are useful tools to achieve coordination.

- (i) Clarify the objectives, which is the basic guide for worker.
- (ii) Clarification of authority and responsibility of every subordinate so that he knows his specific duties and obligations.
- (iii) Effective communication between the executive and his subordinates and also amongst subordinates themselves so that a good relationship is maintained.
- (iv) Good human relationship of the manager with his subordinates.
- (v) Cooperation both amongst the subordinates and between the executives and subordinates.

7. Decision-making

Decision-making is the most comprehensive and all embracing function of management. The modern trend is to include the detailed functions of planning and organizing in this one single function or to treat these various functions, different aspects of this same single function called decision-making. Decision-making means selecting one alternative out of two or more alternative solutions. It can be easily shown how decision- making covers all the earlier discussed functions.

For example, planning means selecting one future course of action out of various alternative courses. Again business can be in a number of alternative vs ways. Organizing implies selecting one out of these. The same applies in respect of other functions like directing, controlling, motivating and coordinating. Therefore, decision-making summarizes all the managerial functions.

5.2.1 Leadership and Management

Q11. How Leadership is Related to Management ? Discuss ?

Ans :

S.No.	Basis of Difference	Leadership	Managers
1)	Main Focus	Leaders focus on people.	Managers focus on systems and structure.
2)	Risk Taking Ability	Leaders take risks by making changes.	Managers tend to eliminate risks by preserving the system.
3)	Acceptance Level	Leaders challenge the existing system and innovate.	Managers accept status quo and administer order.
4)	Concept	Leaders do the right thing.	Managers do things right.
5)	Influencing Ability	Leaders influence people through altering moods, evoking images, and expectation.	Managers influence people through the use of logic, fact, and reason.
6)	Control and Influence on Initiative	Leaders inspire, motivate and align people to take the initiative.	Managers organize and control people around already taken initiatives.
7)	Planning and Direction	Leaders focus on direction-creating vision and strategy by keeping an eye on horizon.	Managers focus on planning and budgeting by keeping an eye on bottom line.
8)	Emotional Attachments	Leaders connect emotionally (heart).	Managers keep emotional distance (expert mind).
9)	Freedom Given to Sub-ordinate	Leaders provide the tools and training, then allow employees to "do it" by letting go.	Managers rely on close supervision of the doing of followers.
10)	Focus on Solution	Leaders direct energy in guiding people toward practical solutions.	Managers direct energy toward - goals, resources, organization structure, determining the problems to be solved.
11)	Innovativeness	Leaders follow their own intuition.	Managers tend to do things by the book and follow company policy.

5.3 LEADERSHIP STYLES

Q12. Briefly explain various types of Leadership Styles.

(OR)

What are different Leadership Styles.

Ans :

(Jan.-18, Dec.-15, Dec.-14, Dec.-12, Imp.)

The styles are patterns of behaviour which a leader adopts in influencing the behaviour of his followers (Sub-ordinates) in the organization.

There are many dimensions of leadership styles.

Power dimensions where superior uses varying degree of authority.

Orientation : Employee oriented or Task oriented.

Motivational: Where superior affects the behavior of his subordinates either by giving a reward or by imposing a penalty.

1. Autocratic leadership
2. Participative leadership
3. Free-rein leadership

1. Autocratic Leadership

In autocratic leadership style, a manager centralises decision - making power in himself. He structures the complete work situation for his employees and they do what they are told.

(a) Strict autocrat

His method of influencing subordinates behaviour is through negative motivation, i.e., by criticizing subordinates, imposing penalty etc.

(b) Benevolent autocrat

He also centralises decision - making power in him, but his motivation style is positive. He can be effective in getting efficiency in many situations. Some people like to work under strong authority structure and they derive satisfaction by this leadership.

(c) Incompetent Autocrat

Superiors adopt autocratic leadership style to hide their incompetency, because in other styles they may be exposed before their subordinates.

The advantages of autocratic technique are :

1. There are many subordinates in the organization who prefer to work under centralized authority structure and strict discipline. They get satisfaction from this style.

2. It provides strong motivation and reward to a manager exercising this style.
3. It permits very quick decisions as most of the decisions are taken by a single person.
4. Less competent subordinates also have scope in work in the organization under his leadership style as they do negligible, planning, organization and decision making.

Dis - advantages :

1. People in the organization dislike it specially when it is strict and the motivational style is negative.
2. Employees lack motivation. Frustration, low morale, and conflict develop in the organization.
3. There is more dependence and less individuality in the organization. As such, future leaders in the organization do not develop.

2. Participative Leadership / Democratic / Consultative / Idea graphic

Participation is defined as mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibility in them.

A participative manager decentralises his decision making process. Instead of taking unilateral decision, he emphasizes consultation and participation of his subordinates. There are various benefits of participative management.

1. It is a highly motivating technique to employees as they feel elevated when their ideas and suggestions are given weight in decision - making.
2. The employees productivity is high because they are party to the decision. Thus, they implement the decisions whole - heartedly.
3. They share the responsibility with the superior and try to safeguard him also.

4. It provides organizational stability by raising morale and attitudes of employees high and favorable.

Disadvantages :

1. Complex nature of organization requires a thorough understanding of its problems which lower level employees may not be able to do.
2. Some people in the organization want minimum interaction with their superiors or associates. For them, participation technique is discouraging instead of encouraging.
3. Participation can be used covertly to manipulate employees, thus, some employees may prefer the open tyranny of an autocrat as compared to covert tyranny of a group.

3. Free-rein leadership

1. Free rein or Laissez - faire technique means giving complete freedom to subordinates, In this style, manager once determines policy, programmes and limitations for action and the entire process is left to subordinates.
2. Group members perform everything and the manager usually maintains contacts with outside persons to bring the information and materials which the group needs.
3. This type of style is suitable to certain situations where the manager can leave a choice to his group. This helps subordinates to develop independent personality.

Hence, this style is used very rarely in business organizations.

5.4 THEORIES OF LEADERSHIP

Q13. Explain about various Leadership Theories ?

Ans :

To understand leadership as it is viewed and practiced today, it is important to recognize that the concept of leadership has changed over time. Leadership is a complicated notion and a number of theories have been produced to explain it. Leadership theories typically have evolved as norms, attitudes and understanding in the larger world have changed. These theories have developed over the years and explore a number of different facets of leadership and leadership behaviour.

In many ways they complement one another and together they help to gain a comprehensive understanding of what the process of leadership is about. Various theories of leadership are as follows :

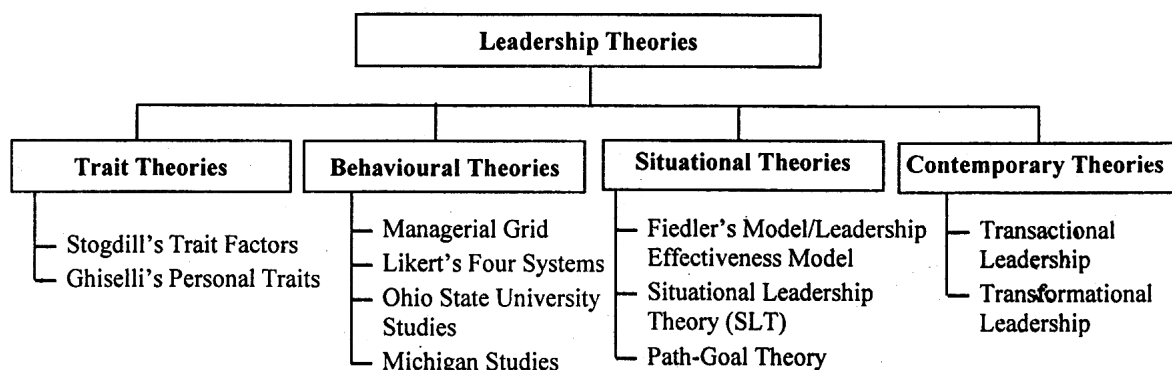


Fig. : Theories of Leadership

5.4.1 Traits Theory

Q14. Write about Trait Theories of Leadership?

Ans :

Trait theory is a traditional approach to the theory of leadership. According to these theories, it is thought that a leader has specific trait of mind and intelligence. These special qualities of head and heart generally include mental capacities and morale qualities. The trait theory holds the view that successful leader possess these basic qualities and these are inherited rather than acquired. Out of this approach, came the popular belief that "Leaders are Born and not Made".

Trait theory of leadership is based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership. People who make effective leaders have the right (or sufficient) combination of traits and great leaders has some common personality characteristics. Trait theories help in identifying traits and dispositions that are helpful when leading others.

There have been many different studies of leadership traits and attention was put on discovering these traits, often by studying successful leaders, but with the underlying assumption that if other people could also be found with these traits, then they, too, could also become great leaders. Some of the most popular trait theories are as follows:

- 1) Stogdill's Trait factors, and
- 2) Ghiselli's Personal traits.

1. Stogdill's Trait Factors

In the late 1940s, Ralph Stogdill reported on the basis of at least fifteen studies that leaders possess intelligence, scholarship, dependability in exercising responsibilities, activity and social participation and socio-economic status. He also found traits such as sociability, persistence, initiative, knowing how to get things done, self-confidence, alertness, insight, cooperativeness, popularity, adaptability and verbal facility in ten leadership studies.

Persons who are leaders are presumed to display better judgment and engage themselves in social activities. The study of the lives of successful leaders reveals that they possessed many of these traits. Some of the important traits of an effective leader are discussed below :

(i) Intelligence

This trait seems to hold up better than any other. Leaders generally have some what higher level of intelligence than the average of their followers. They possess the ability to think scientifically, analyze accurately and interpret clearly and precisely the problems before them in terms of different aspects and perspectives.

(ii) Physical Features

Physical characteristics and level of maturity determine personality of an individual, which is an important factor in determining success of leadership. Height, weight, health and appearance of an individual are important for leadership to some extent.

(iii) Inner Motivation Drive

Leaders have relatively intense achievement type motivational drives. They have the inner urge to keep accomplishing something. To initiate suitable activities at proper time is the habit of a leader. He works hard more for the satisfaction of inner drives than for extrinsic material rewards.

(iv) Maturity

Leaders generally have broad interests and activities. They are emotionally mature and have balanced temperaments avoiding danger so that they may not become thoughtless victims of the circumstances. They also have high frustration tolerance.

(v) Vision and Foresight

A leader cannot maintain his influence unless he exhibits his trait of looking

forward well in advice and imagination for handling his followers. So he should imaginatively visualize trends and devise his policies and programmes with foresight based on logical programmes.

(vi) Acceptance of Responsibility

A reliable leader is one who is prepared to shoulder the responsibility for the consequences of any steps he takes. He is always aware of the duties and obligations associated with the position he holds.

(vii) Open-Mind and Adaptability

A leader is ready to absorb and adopt new ideas and views of others as may be demanded by the situation. He is not critical of others. He is prepared to accommodate others' viewpoints and modify his decision, if need be. Flexibility is another name for open-mindedness, which makes the leader more identified with the group.

(vii) Self-Confidence

A good leader has conceptual clarity about the things he is going to do. He has confidence in himself whenever he initiates any course of action. Self-confidence is essential to motivate the followers and boost up their morale.

(ix) Human Relations Attitude

A good leader is thoughtful of the followers as his success as a leader largely depends on the cooperation of the people. Thus, a successful leader possesses the human relations attitude. He always tries to develop social understanding with other people. He approaches various problems in terms of people involved more than in terms of technical aspects involved. He is constantly busy in achieving the - voluntary cooperation of the followers.

(x) Fairness of Objectivity

A good leader is fair and objective in dealing with subordinates. He must be free from bias and prejudice while becoming emotionally involved with the followers. Honesty, fair play, justice and integrity of character are expected of any good leader.

2. Ghiselli's Personal Traits

Edwin Ghiselli has conducted extensive research on the relationship between personality and motivational traits and leadership effectiveness. He has identified the following six traits, in order of importance, as being significant traits for effective leadership :

(i) Supervisory Ability

Getting the job done through others.

(ii) Need for Occupational Achievement

Seeking responsibility and having the motivation to work hard to succeed.

(iii) Intelligence

The ability to use good judgement and clear reasoning.

(iv) Decisiveness

The ability to solve problems and make decisions competently.

(v) Self-Assurance

Viewing oneself as capable of coping with problems and behaving in a manner that shows others that one has self-esteem.

(vi) Initiative

Self-starting, or being able to get the job done with a minimum of supervision from one's boss.

The problem with Ghiselli's research is that several of the traits are interdependent and there is no indication of how much of any trait a person should have to be an effective leader.

5.4.2 Behavioural Model (Managerial Grid)**Q15. Explain about Managerial Grid /Behavioural Model of Leadership ?****(OR)****“The Managerial grid considered concern for production and concern for people as the basis for developing styles of leadership” - Explain.***Ans :***(Jan.-20, June-16)**

The behavioural theory is an extension of the traits theory and is superior in certain respects. The traits theory failed to explain what caused effective leadership. The behavioural approach is based on the study of behaviour of a leader. The behavioural theories are practical in nature. These theories believe that leadership grows/develops not by traits but by the acts or experience of a person.

These are based on the assumption that leaders are not born but they develop gradually by experience and maturity. The attention is given to what leaders do (i.e., their behaviour) rather than to what they are. A leader learns new traits through his experience (behaviour or acts). The focus point, here, is on what the leader does while leading.

Because of the widespread inconsistencies of trait studies of leadership effectiveness, research continued and focused on the behavioural patterns, or styles, of leaders with respect to their interaction with group members. Several research efforts have focused on these two extremes and in-between levels of leadership behaviour. These are as follows :

1. Managerial grid,
2. Likert's four systems,
3. Ohio state university studies, and
4. Michigan studies.

1. Managerial Grid

The concept of managerial grid was created by R.R. Blake and Jane S. Mouton of USA. They emphasised that leadership style consists of facts of both task oriented and relation oriented behaviour in varying degrees. They have used two phrases :

(i) Concern for Production

Concern for production means the attitude of the superiors towards a variety of factors concerning production, such as products, procedures, processes, quality of staff service, work load, efficiency and quantity of production.

(ii) Concern for People

Concern for people includes degree of personal commitment towards goal achievement, maintaining the self esteem of workers, responsibility and conductibility based on trust rather than on force and satisfying interpersonal relations.

Figure below shows the degree of concern for production and for people and possible interactions (combinations) between them. The horizontal axis represents concern for production and the vertical axis indicates concern for people. Each axis is expressed as a nine

point scale of concern. No.1 in each case represents the minimum concern and No.9 represents the maximum concern in ascending order.

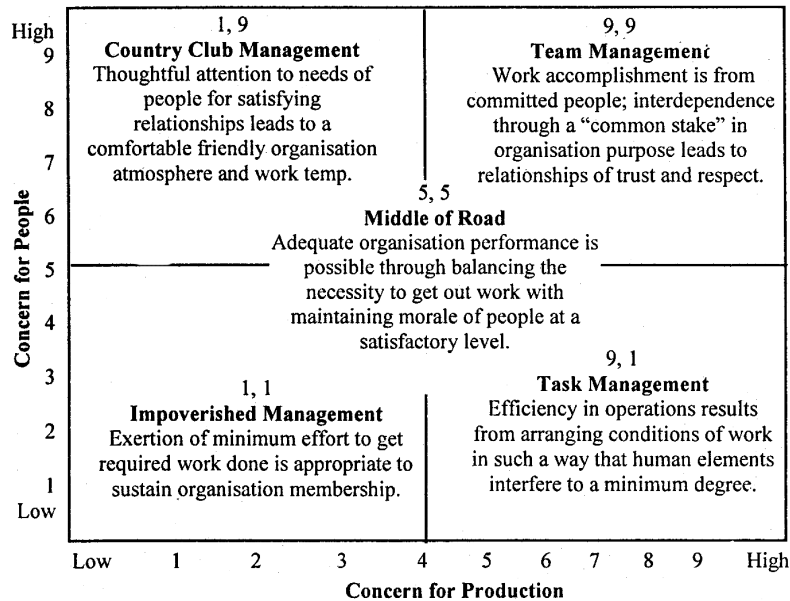


Fig. : Managerial Grid

(a) **The 9,1 Managerial Style (Task)**

9, 1 scale point indicates efficiency results from arranging work in such a way that human elements have little effect.

(b) **The 1, 9 Managerial Style (Country Club)**

1, 9 scale points indicates the thoughtful attention to needs of people for satisfying relationships which leads to a comfortable, friendly organization atmosphere and work tempo.

(c) **The 1, 1 Managerial Style (Impoverished)**

1, 1 scale point indicates that exertion of minimum effort to get required work done is appropriate to sustain organization relationship.

(d) **The 5, 5 Managerial Style (Middle Road)**

5, 5 scale points indicates that adequate performance is possible through balancing the work requirements with maintaining morale of people at satisfactory level.

(e) **The 9, 9 Managerial Style (Team)**

9, 9 scale points indicates that work accomplishment from committed people and interdependence through a common stake in organization leads to relationship of trust and respect.

In managerial grid there are 81 possible positions reflecting as many leadership styles, but the focus usually centres around five basic styles. The 9, 1 leader is mainly concerned with production and little concern for people. The leader wants to meet production schedule and get the task done at all cost. The 1, 9 styles reflect a minimum concern for production and maximum concern for people.

Managerial grid approach is attractive, instructive and has a common sense appeal. The grid helps the manager to identify his own leadership style. It serves as a useful framework for the leaders to understand behaviour and reactions of people at work. However, managerial grid fails to take cognisance of environmental factors, nature of subordinates and nature of task. Further, it is impossible to calculate 81 combinations to determine leadership behaviour.

Nature	Style of Leader	Effectiveness
1,1 Little concern for either production or people	The impoverished type	Worst leadership style
1,9 Lowest concern for production highest for people	The country-club type	People - oriented style
9,1 Highest concern for production lowest for people	The autocrat type	Production - oriented style
5,5 Comfortable concern for both production and people	The middle-of-the -road type	Maintain present balance style
9,9 Highest concern for both production and people	The team type	Peak of leadership style

5.4.3 Contingency Theories (or) Situational Theories.

Q16. Write about Contingency Theories of Leadership ?

Ans :

During the late 1960s, researchers Blanchard, Fielder and Chemers, House and Filley, Vroom, found-out that neither trait nor behavioural theory could fit with every situation, and suggested that situational characteristics should also be considered in the study of leadership. Situational or contingency theory advocates that leadership is strongly affected by the situation from which a leader emerges and in which he works.

It is based on the assumptions that, an interaction exists between a group and its leader and that people tend to follow the person (known as leader) who is capable of fulfilling their aspirations. He recognises the needs of the situation and then acts accordingly. Thus, leader is a means of achieving the goals of the group and the members. Some of the most popular situational theories are as follows :

1. Fiedler's model/Leadership effectiveness model,
2. Situational Leadership Theory (SLT), and
3. Path-goal theory.

5.4.3.1 Fieldler's Theory

Q17. Explain about fielder's Model / Leadership Effectiveness Model.

(OR)

Write a critical analysis on the Fielder model of Leadership.

Ans :

(June-16, Dec.-16, Imp.)

The first comprehensive contingency model for leadership was developed by Fred Fiedler. The Fiedler contingency model proposes that effective group performance depends on the proper match between the leader's style and the degree to which the situation gives control to the leader. Taking clues from the situational approach of leadership that any one of the single style cannot be considered suitable for all situations and for all kinds of subordinates, Fiedler developed a contingency model of leadership assuming that the effectiveness of the leadership is based on his ability to act in terms of situational requirements. Fiedler's contingency theory consists of three elements:

(a) Leadership Style

Fiedler has identified leadership styles on two dimensions:

(i) Task-Directed Style/Hard-Nosed Style

It is primarily concerned with the achievement of task performance. the leader derives satisfaction out of the task performance.

(ii) Human Relations Style/Lenient Style

It is concerned with achieving good inter personal relations and achieving a position of personal prominence.

Fiedler used two types of score to measure the style adopted by a leader:

(iii) Scores on Least Preferred Co-worker (LPC)

Rating on LPC was based on an individual's liking (or) disliking of working with other individuals in the group and measured on sixteen items such as pleasant-unpleasant, friendly-unfriendly and so on.

(iv) Scores on Assumed Similarity (AS) between Opposites

Rating on AS was based on the degree to which leaders perceived group members to be like themselves.

The scores on two ratings had very high positive correlation.

(b) Situational Variables

Fiedler has identified three critical dimensions of situation which affect a leader's most effective style:

(i) Leader's Position Power

Position power refers to the power and influence that go with the job. A manager has more position power if the

manager is able to hire fire and maintain discipline. Position power is analogous to coercive, reward and legitimate power.

(ii) Task Structure

Task structure is the degree to which the job tasks are structured. For example, assembly line jobs are more structured than managerial occupations.

(iii) Leader-Member Relations

Leader member relations refer to the degree that others trust and respect the leader, and to the leader's congeniality.

(c) Relation between Leadership Style and Situational Variable

Fiedler feels that the effectiveness of leadership style depends on the situation. Appropriateness of leadership styles in different situations has been presented below :

- (i) Task directed leadership style tends to be better in group situations that are either very favourable or very unfavourable to the leader.
- (ii) Human relations-oriented leadership style tends to be in group situations that are intermediate in favourableness.

Situations are favourable if all the three dimensions are high, if the leader is generally accepted followers, if the task is very structured, and if a great deal of authority is formally attributed to the leader's position. If the opposite exists, the situation is very unfavourable to the leader. Fiedler concluded through his research that the favourableness of the situation in combination with the leadership style determines effectiveness. Fiedler identifies the relationship between leadership style and favourableness of situations as shown in figure.

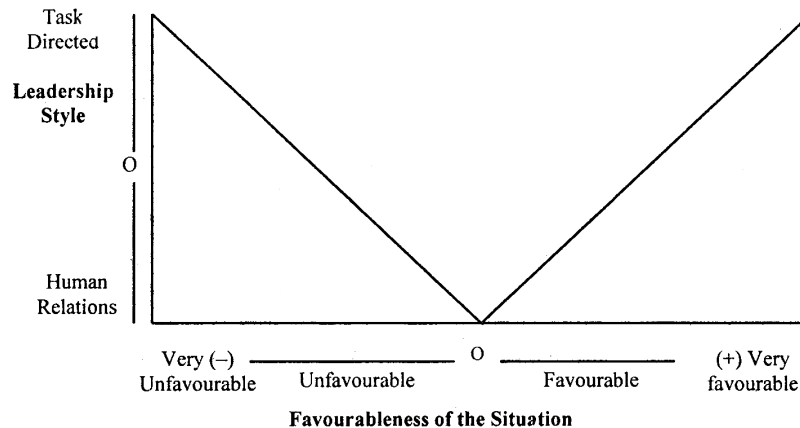


Fig. : Fiedler's Model of Leadership

Fiedler was able to discover that under very favourable and very unfavourable situations, the task-directed, or hard-nosed and authoritarian, type of leader was most effective. However, when the situation was only moderately favourable or unfavourable (the intermediate range of favourableness), the human-oriented or democratic type of leader was most effective.

5.4.3.2 Path Goal Theory

Q18. Write about Path - Goal Theory of Leadership?

Ans :

Developed by Robert House, path-goal theory extracts elements from the Ohio State leadership research on initiating structure and consideration and the expectancy theory of motivation. The essence of path-goal theory is that it is the leader's job to provide followers with the information, support, or other resources necessary for them to achieve their goals. The term 'path-goal' is derived from the belief that effective leaders clarify the path to help their followers to get from achievement of their work goals and to make the journey along the path easier by reducing roadblocks. House identified four leadership behaviours:

(i) Supportive Leadership

Considering the needs of the follower, showing concern for their welfare and creating a friendly working environment. This includes increasing the follower's self-esteem and making the job more interesting. This approach is best when the work is stressful, boring or hazardous.

(ii) Directive Leadership

Telling followers what needs to be done and giving appropriate guidance along the way. This includes giving them schedules of specific work to be done at specific times. Rewards may also be increased as needed and role ambiguity decreased (by telling them what they should be doing). This may be used when the task is unstructured and complex and the follower are inexperienced. This increases the follower's sense of security and control and hence is appropriate to the situation.

(iii) Participative Leadership

Consulting with followers and taking their ideas into account when making decisions and taking particular actions. This approach is best when the followers are expert and their advice is both needed and they expect to be able to give it.

(iv) Achievement-Oriented Leadership

Setting challenging goals, both in work and in self-improvement (and often together). High standards are demonstrated and expected. The leader shows faith in the capabilities of the follower to succeed. This approach is best when the task is complex.

As figure shows, path-goal theory proposes two classes of contingency variables that moderate the leadership behaviour - outcome relationship :

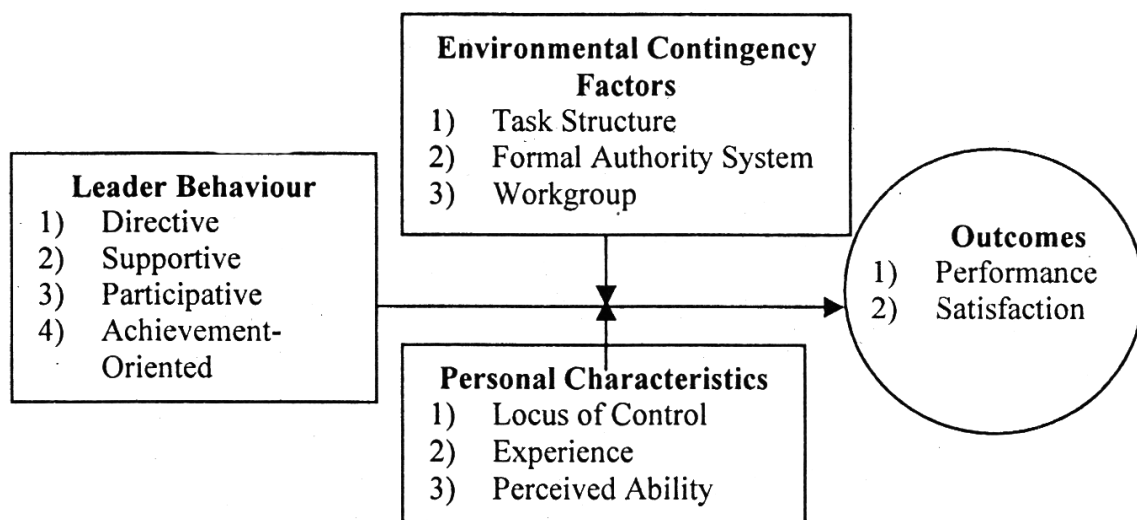


Fig. : Path-Goal Theory

- 1) Those in the environment that are outside the control of the employee (task structure, the formal authority system, and the workgroup), and
- 2) Those that are part of the personal characteristics of the employee (locus of control, experience, and perceived ability).

Environmental factors determine the type of leader's behaviour required as a complement if follower outcomes are to be maximized, while personal characteristics of the employee determine how the environment and leader's behaviour are interpreted. So the theory proposes that leader's behaviour will be ineffective when it is redundant with sources of environmental structure or incongruent with employee's characteristics.

5.4.4 Tri-dimensional theory of Leadership

Q19. Explain briefly about Tri-dimensional Theory of Leadership ?

Ans :

Reddin Conceptualised a three-dimensional grid, also known as 3-D management, borrowing some of the ideas from Managerial grid.

Three dimensional axes represent task- orientation, relationship – orientation, and effectiveness. Reddin has integrated the concepts of leadership styles with the situational demand of a specific environment.

1) Task Orientation (TO) :

Task Orientation is defined as the extent to which a manager directs his sub-ordinates efforts towards goal attainment. It is characterized "by Planning, Organizing and Controlling.

2) Relationship Orientation (RO) :

RO is defined as the extent to which a manager has personal relationships. It is characterized by mutual trust, respectful for subordinates ideas and suggestion, and their feelings. Effectiveness is defined as the extent to which a manager is successful in his position. When the style of a leader is appropriate to a given situation, it is termed as effective, when the style is inappropriate to a given situation it is termed as ineffective.

Thus, the difference between effective and ineffective styles is often not the actual behaviour but the appropriateness of the behaviour to the environment in which it is used.

Either degree of TO, or RO, or a combination of both, is used by leaders. On this basis, basically there are four styles as shown in this figure.

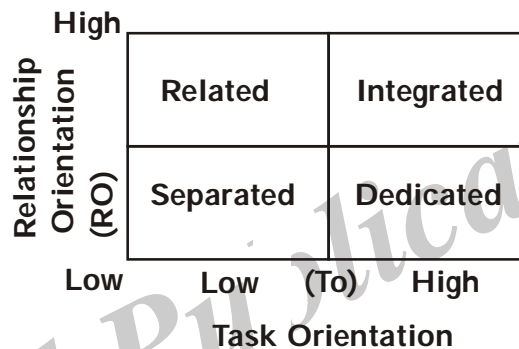


Fig. : Tri - Dimensional Leadership

These four styles represent 4 basic types of behaviour.

(i) Separated

The separated manager is concerned with correcting deviations. He writes rules and policies and enforces them.

(ii) Related

The related manager accepts others as he finds them, does not worry about time, sees the organization as a social system, likes to work with others and obtains cooperation of others by setting examples.

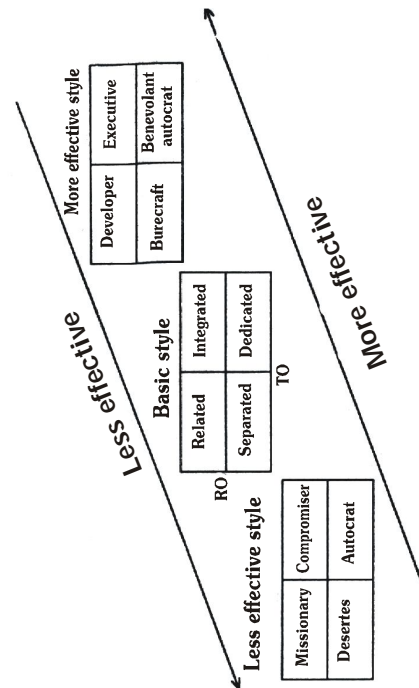
(iii) Dedicated

Dedicated manager is domineering, interested only in production, and does not identify with subordinates. He cannot work without power.

(iv) Integrated

The integrated manager gets himself and his people involved with the organization. There is free two-way common and strong identification and emphasis on team work. Any of the styles can be efforts in some situations but not in others.

Thus, each one of these styles has a less effective as well as a many effective equivalent as shown below.



Thus, the 4 basic styles result into eight styles. These eight styles result from the eight possible combinations of task - orientations, it relationship orientation, and effectiveness as shown below.

Basic style	Less effective style	More effective style
Integrated	Compromiser	Executive
Dedicated	Autocrat	Benevolent Autocrat
Related	Missionary	Developer
Separated	Deserter	Bureaucrat

3. Effective

According to this, following are ineffective styles :

(i) Deserter

He has both low task and low people orientation and is completely alienated from an organizational life; avoids involvement, does not want to take responsibility and has low commitment, and believes in minimal output and works to rule.

(ii) Missionary

He shows only interests in harmony, believes in easy life, avoids conflicts, and does not take initiative.. His objective is to keep his colleagues, subordinates and superiors happy.

(iii) Autocrat

He is concerned with only the immediate jobs, has no concern for others: his decisions are unilateral and centralized believes in suppressing and demands obedience of authority; relies more on negative motivation.

(iv) Compromiser

He uses a high task and relationship orientation in a situation that may not require a high concentration in either; is a poor decision-maker and avoids decisions; is work and yielding, allows various pressure in the situation to influence him too much.

The Four Effective Styles :**(i) Bureaucrat**

He has high orientation towards organizational rules and regulations, is impersonal and less task & relationship-orientated, produces only few ideas and does not take initiative.

(ii) Developer

He tends to display implicit trust in people; relies on high relationship orientation & less task orientation, believes in commitment to work, openness, freedom to act, self-expression, and development of subordinates.

(iii) Benevolent autocrat

He is a directive manager who knows what he wants and one often gets it without creating resentment. He has high tasks and less people oriented, adopts positive economic motivation for getting things done and follows feudalistic approach in managing the organization.

(iv) Executive

He has a high task and high relationship orientation in a situation where such behaviour is appropriate, emphasised team management task is regarded as interdependent and integrated. The style acts as all powerful motivational installments in the organization. This is a democratic leadership style.

The three-dimensional model recognises that a manager may use more than one style, and no single style is suggested to be appropriate in all situations.

5.4.5 Inspirational approaches / Contemporary Theories**Q20. Write about Inspirational approaches of Leadership?**

Ans :

Contemporary theories to leadership seek to address the inherent limitations in traditional leadership theories by providing holistic view of leadership. In other words, these theories acknowledge some truth in the trait, behavioural and contingency theories and build on these theories. This means that they recognize that there are some inherent traits in effective leaders. However, behaviour is meaningful to the followers as they often do not understand or see the underlying traits of their leader.

The situation naturally also relates to leadership effectiveness, with an effective leader being one who is able to adapt his or her behaviour to the requirement of a particular situation without compromising the basic enduring principles of effective leadership. According to various researchers, the most current approaches to leadership in organizations are transactional leadership and transformational leadership.

A) Transactional Leadership

Transactional leaders guide or motivate their followers in the direction of established goal by clarifying role and task requirements. Transactional leadership involves exchange relationship between the leader and the followers. Traditional theory of leadership, i.e., Ohio State studies, Fiedler's model, and path-goal theory, all are transactional in nature. This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on the transaction is (usually) that the organization pays the team members, in return for their effort and compliance.

As such, the leader has the right to punish team members if their work doesn't meet the pre-determined standard. Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of

their income/reward by using incentives that encourage even higher standards or greater productivity.

Characteristics

Characteristics of transactional leader include :

1. Contingent Reward

Contracts exchange of rewards for effort, promises rewards for good performance, recognises accomplishments.

2. Management by Exception (Active)

Watches and searches for deviations from rules and standards, takes corrective action.

3. Management by Exception (Passive)

Intervenes only if standards are not met.

4. Laissez Faire

Responsibilities, avoids making decisions.

B) Transformational Leadership

Leader who inspires followers to transcend their own self interests for the good of the organization, and who is capable of having a profound and extraordinary, effect on his or her followers is known as transformational leader. For example, Leslie Wexner of the Limited Retail Chain and Jack Welch at General Electric pay attention to the concerns and developmental needs of individual followers they change followers awareness of issues by helping them to look at old problems in new ways and they are able to excite, arouse and inspire followers to put out extra effort to achieve group goals. Thus, transformational leaders are the leaders who provide individualized consideration and intellectual stimulation, and who possess charisma.

Characteristics

Characteristics of transformational leader include :

1. Charisma

Provides vision and sense of mission, instills pride, gains respect and trust.

2. Inspiration

Communicates high expectations, uses symbols to focus efforts, and expresses important purposes in simple ways.

3. Intellectual Stimulation

Promotes intelligence, rationality, and careful problem solving.

4. Individualised Consideration

Gives personal attention, treats each employee individually, provides coaching, and advises.

5.5 COMMUNICATIONS

Q21. Define Communication ?

(OR)

What is Communication.

Ans :

Communication is a pivotal element in any organizational setting. It serves as a common thread for management processes. As the nervous system to a body, communication is an integrating system of an organization. Adding to this, one of the writer described communication as the lifeblood to an organization. This identifies that no organization can think of its existence without effective communication.

Communication also forms a base for the success or failure of a manager. His degree to communicate effectively, makes him a successful manager. In this connection Bernard says, "The first executive function is to develop and maintain a system of communication". Thus, it can be understood that communication is the life-giving element to an organization and has to be dealt with utmost care.

Communication is the bridge of meaning between individuals. It refers to the process of transfer of information from one person to the other. In other words, it is a process by which people share the information or message with an intention to create an understanding in the mind of others.

Communication has been defined in many ways. Following are the noteworthy definitions. In general parlance,

Definition of Communication

- (i) **According to Keith Davis** "Communication is the process of passing information and understanding from one person to another".
- (ii) **According to Newstrom and Davis** "Communication is the transfer of information from one person to another person. It is a way of reaching others by transmitting ideas, facts, thoughts, feelings and values".
- (iii) **According to Koontz and O' Donnell** "Communication is an intercourse by words, letters, symbols or messages and is a way that one organization member shares meanings and understandings with another".

From the definitions, following features of communication can be drawn.

- Communication involves transfer of information and understanding of meaning.
- It is a two-way process involving a minimum of two individuals.
- Communication is a continuous activity, wherein an individual goes on communicating for developing social relations.
- Communication is a process involving sequentially carried out steps.
- Communication is omnipresent as it is very vital in human life.

5.5.1 Significance of Communication

Q22. Explain the Significance of Communication ?

Ans : (Jan.-20)

Communication is the important element of an organization. Its importance is felt due to following reasons.

- i) Communication forms the basis for action. It is essential for each and every individual activity.
- ii) It helps a manager to plan the activities.
- iii) It guides in managerial performance and facilitates a manager in getting the work done.
- iv) It is the source of management processes—planning, organizing, leading, staffing, directing, controlling etc.
- v) It becomes the foundation for cohesiveness among group members and is the source of coordination
- vi) It is helpful to a manager in organizational decision-making.
- vii) Communication only provides the information necessary for goal achievement.
- viii) It denotes the relationship among employees and management.
- ix) With effective communication in the right time, a manager can get the work done.
- x) Communication, above all, is vital for implementing the organizational policies and programmes.

5.5.2 Process of Communication

Q23. Explain the Process of Communication in an Organization.

Ans : (Jan.-18, Imp.)

1. It is the process through which two or more persons come to exchange ideas and understanding among themselves.
2. Communication is the process of passing information and understanding from one person to another.
3. Communication is an intercourse by words, letters, messages and is a way that the one organization member shares meaning and understanding with another.
4. Communication is a process which involves the transmission and accurate replication of ideas ensured by a feedback for the purposes of eliciting actions which will accomplish organizational goods.

5. Communication may be broadly defined as the process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived and understanding are reached among human beings.

A. (Transactional Proceeds Model)

Communication process involves various elements as

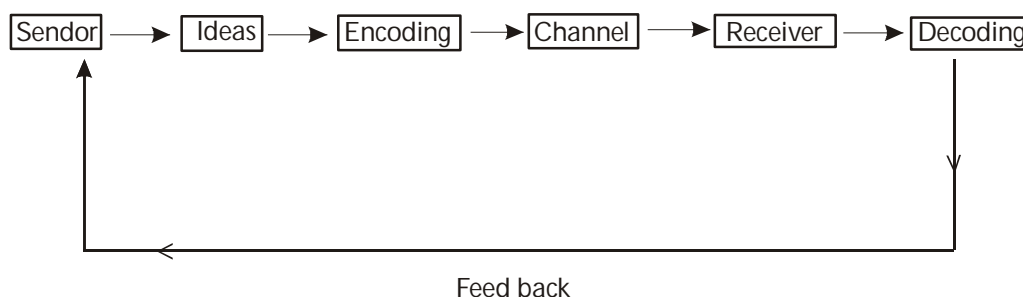


Fig.: Process of communication

1. **Sender**

It is the person who intends to make contact with the objective of passing information, ideas to other persons.

2. **Ideas**

It refers to the subject matter of communication which can be attitude, feelings, suggestions, opinion, orders etc.

3. **Encoding**

Encoding refers to the conversion of the subject matter into words, actions, pictures, as the subject matter of communication is abstract and intangible.

4. **Channel**

Symbols are transmitted through channels as radio, telephone, air, etc. depending upon the situation of the two parties viz., sender and receiver.

5. **Receiver**

Receiver is the person to whom message is meant for

6. **Decoding**

Receiver converts the symbols received from the sender to give him the meaning of the message.

7. **Feedback**

Feedback ensures that the receiver has received the message and the sender has understood the message in the same sense.

B. Berlo Model / Dynamic process model :

Berlo Model presents communication as a dynamic, interactive process. In communication process, events and relationships are dynamic, on going, ever-changing and continuous. A process does not have a beginning, and end or a fixed sequence of events. It is neither static nor at rest. The ingredients in the process always interact.

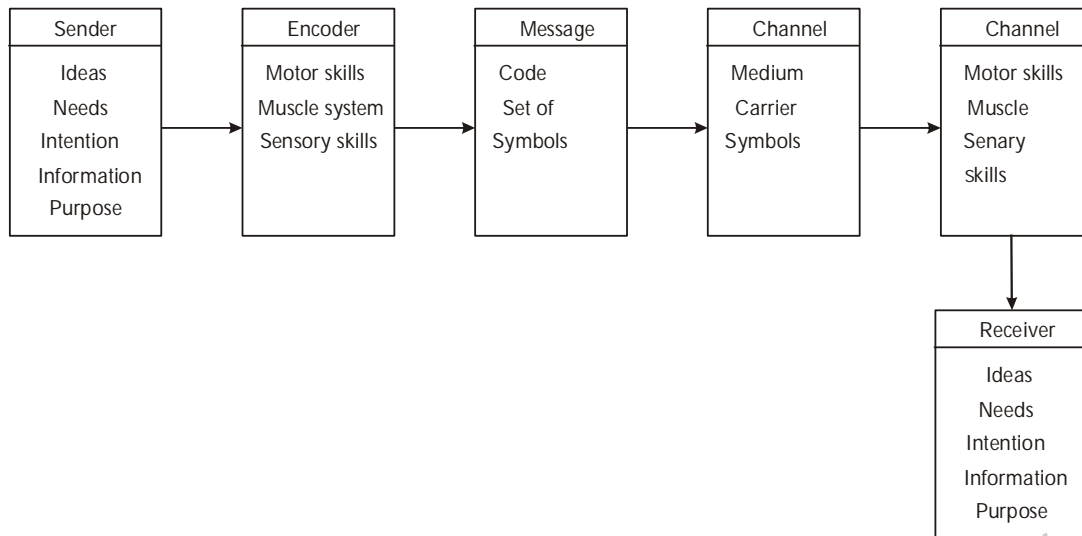


Figure . : Dynamic Process Model

He has treated communication process as an on-going one which involves feed back also.

5.5.3 Formal and Informal Communication

Q24. Write about Formal Communication ? What are its advantages & Disadvantages ?

Ans :

Formal channel is an officially prescribed path for flow of communication between the various positions in the organization. It is a deliberate attempt to regulate the flow of organizational communication so as to make it orderly and thereby to ensure that information flows smoothly, accurately and timely to the points to which it is required. It also filters the information to various points to ensure that information does not flow unnecessarily there by causing the problem of overload.

- 1) Single Chain 2) Wheel 3) Circular
- 4) Free Flow 5) Inverted

1. Single Chain

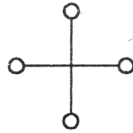
This network exists between a superior and his subordinate. Communication flows downward or upward through each successive level. Communication flow through the chain may be orderly and easy to control but it is very time consuming. This type of communication exists in bureaucratic organization.



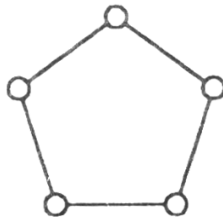
Figure . : Single Chain

2. Wheel

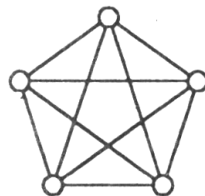
In this type of network all subordinates under one superior communicate through him only as he is the hub of the wheel. There is no horizontal communication as they are not allowed to communicate among themselves.

**Figure.: Wheel****3. Circular**

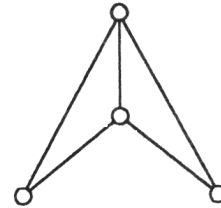
Here the communication moves in a circle. Each person can communicate with his adjoining two persons. But communication here is slow.

**Figure.: Circular****4. Free flow**

Here each person can communicate freely with others. Here, communication flow is fast but problem of coordination exists. Free form organization or in task force this type of communication exists.

**Figure. : Free Flow****5. Inverted**

Here an individual is allowed to communicate with his immediate superior as well as with subordinates. In this network, communications travels faster.

**Figure. : Inverted****Advantages**

1. Organization can fix the responsibilities easily.
2. The information is available to the right person
3. The authority and respect of senior organizational member / staff members are protected. No one is allowed to bypass anybody while communicating the information.
4. This form of communication helps the boss and the subordinates to understand each others attitude and behaviour well.
5. Discipline and good morale are maintained among the employees.

Disadvantages

1. This increases the work load of the line officers. As the line officer has to take action on all the downward and upward communications passed through him. When he has very little time to perform his executive functions effectively.
2. This entails delay in communication as it has to be passed through number of persons to arrive at the right person.
3. Possibility of filtering of information exists.
4. Intention and attitude of the top executive are not known to the lower level workers and vice-versa as there is no close contact between them, hence, there is an absence of cordial relationship between them.

Q25. Explain Informal Communication ? What are its advantages & disadvantages.

Ans :

Any information which is not passed in accordance with any formalities and rules and regulations of an organization is informal communication.

Most executives use the informal communication as supplement to formal communication. Most of the informal communication is oral. Informal communication emerges out of social interactions among the people.

They depend on individual's relationship. Hence message travels fast and is quite flexible.

Grapevine Network

The informal channel of communication is also known as "grape vine". This is the primary source of upward communication. Hence there is no clear cut way for transmitting the information. Usually there are four types of pattern through which grapevine travels. They are :

1. Single Stand
2. Gossip
3. Probability and
4. Cluster

1) Single Stand

The individual communicates with other individuals through intervening persons.

2) Gossip

The individuals communicate non-selectively.

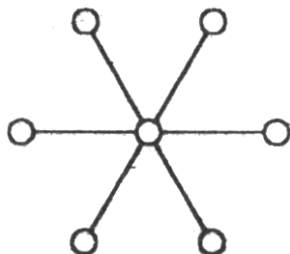


Figure. : Gossip

3) Probability

The individual communicates randomly with other individuals according to the law of probability.

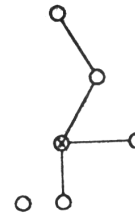


Figure.: Probability

4) Cluster

The individual communicates with only those individuals whom he trusts.

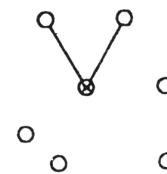


Figure.: Cluster

Advantages

1. The information is passed very quickly.
2. There is no channel of command. It promotes sound co-operation among the employees.
3. It performs a positive service to the organization.
4. It also satisfies the communication needs of the various persons in the organization.
5. It helps greatly when the existing formal communication is inadequate or insufficient.
6. It is more convenient and such subject matter as unfavourable work performance, problems relating to work etc. of upward communication do not require formal channel.

Disadvantages

1. It is not in order.
2. Sometimes messages are inaccurate and erratic.

3. Origin and direction of the flow of information is hard to find.
4. Persons carrying message may add, subtract or misinterpret the original message.

Q26. What are the other forms of Communication ?

Ans :

1) Downward Communication

A communication which starts from top level executive and ends with the lower functionaries through middle management is known as downward communication. It stands out as a great force for controlling, influencing and initiating activities of organizational members.

The Objectives of this communication are

1. To provide orders and instructions about job
2. To give information regarding the rules and regulations and organizational procedures.
3. To provide feedback of subordinates performance
4. To provide the information which facilitates the achievement of goals.

Advantages.

1. This helps in explaining organizational rules and regulations to new staff members.
2. It helps to motivate and extract maximum work from the subordinates.
3. It helps to exercise control over subordinates

Disadvantages

1. The information passed is interpreted and reinterpreted at every levels of management
2. Distorted information might be passed.

2) Upward Communication

Upward Communication is flow of information from a subordinate position. The

information should be passed through middle level executive.

Information about

1. Problems relating to work
2. Subordinates work performance
3. Performance appraisal of their subordinates
4. Feedback of understanding of orders, instructions etc.
5. Clarification of orders
6. Opinion, attitude, feelings, etc.
7. Procedures, methods, practices followed in doing the work.,
8. New ideas and suggestions
9. Personal and family problems.

Advantages

1. Upward communication helps the management to take decisions promptly.
2. The grievances of the subordinates may be redressed at an early date.

Disadvantages

1. It is more susceptible to various obstruction and bottlenecks.
2. Upward communication is devoid of any support of managerial hierarchy.,
3. Superiors may ignore the information given by the subordinates.
4. Top executives may be unwilling to listen to the grievances and redressing them.

3) Horizontal Communication

Horizontal information refers to the passing of information between people of the same hierarchical level. Horizontal communication is impeded in the organization that overstresses functional departmentalization, Communication among peers, in addition to providing task coordination, also furnishes emotional and social support to the individual. The very purpose of horizontal communication is to co-ordinate the activities of various departments or persons.

Advantages

1. It helps the management to coordinate the activities of different departments.
2. It avoids duplication of work. It leads to reducing the wastage of time, money, material and labour.

Disadvantages :

1. The receiver may not give due importance to the message.
2. The sender does not have any control over the receiver of information.
3. Differences of opinions among the executives may arise, which may have an impact on productivity and efficiency of the organization.

4) Diagonal Communication

It occurs between two or more persons who are neither in the same section nor on the same level of organizational structure. It comes into operation when other systems of communication fail to convey the information. This communication system violates the principle of unity of command.

5) Oral Communication :

Words are the main communication symbol used on and off the job. Employees spend more than 50% of their time in some form of word communication.

Oral communication is used to exchange the ideas through oral words either in face to face communication through any mechanical or electrical device such as telephone etc. Oral communication is generally adopted in case of emergency.

Forms of Oral (or) Verbal Communication

These are some of the forms of oral communication

1. Face to face orders, instructions, responses, information and observations.
2. Talks on Telephone
3. Lectures

4. Conferences
5. Interviews
6. Meetings
7. Callings
8. Whistling
9. Radio
10. Television and news magazine through cinema.

Advantages

1. It is very economical. It saves time, labour and stationery
2. It eliminates intermediaries.
3. The receiver in addition to listening of the words also observes the reactions of the sender
4. The physical movements of the sender ensures effective communication.
5. Doubts can be cleared then and there.
6. Oral communication enhances the personal touch.
7. It provides for greater flexibility.
8. It speeds up the information.

Disadvantages

1. Permanent record of communication is absent
2. It is time consuming specially in meetings and conferences when after various deliberations, nothing concrete comes out.
3. It may not be taken seriously by the receiver.
4. There is a possibility of spoken words not clearly being heard or understood.

6) Written Communication

Written communication is followed to transmit any information. It is essential not only to a small organization, but also in large organizations. It is followed whenever the information is passed to far off place. It is

binding to both the supervisors and the subordinates.

Forms of written communication

1. Graphs
2. Written words
3. Diagrams
4. Pictures.
5. Notes
6. Circulars
7. Manuals
8. Bulleton
9. Reports

Advantages

1. It has the capacity of being stored for future reference
2. Efforts can be minimized by simultaneous communication to various points such as through circulars.
3. It enables to communicate to far way distances from the sender to the receiver.
4. It is more orderly and binding on subordinates and superiors to take suitable actions in the organization.
5. It avoids or reduces disputes among the employees
6. It helps the receiver to analyze the matter after receiving the information
7. It reaches a large number of people.

Disadvantages

1. It is time consuming both in terms of preparing the message and in terms of understanding the message.
2. It is not flexible and results in red tapism
3. These greater chance of communication being misunderstood.
4. It is costly in comparison to oral communication.

5. No secrecy is maintained.
6. It lacks personal touch and cannot be withdrawn easily.

7) Non - Verbal Communication

Non verbal communication can take the form of body movements, the into nations or emphasis which we give to words, facial expressions and the physical distance between the sender and the receiver of the message. It refers to the study of gestures, facial configurations and other movements of the body to communicate meanings.

8) Pictorial Communication

This includes pictures, graphs, diagrams, charts etc., Organization make extensive use of pictures, as blueprints, progress charts, maps, visual aids in training programs. Pictures provide powerful visual images. Pictures should be combined with well chosen words and actions to tell the complete message.

5.5.4 Barriers to Communications

Q27. List out the various Barriers to Communications?

Ans : (Dec.-15,Imp.)

Obstructions or barriers impede flow of communication. Barriers are classified into :

1. Semantic Barriers
2. Emotional / psychological barriers
3. Organizational barriers
4. Personal barriers.

1) Semantic Barriers

They arise from limitations in the symbols with which we communicate. They are :

- (a) **Symbols with different meanings**
Communication symbols usually have a variety of meanings and we have to choose one meaning from many. A particular word may give contradictory meaning in different parts of the country. Similarly non-verbal symbols may also convey different meanings to different persons.

(b) Faulty translations

Managers receive various type communications from superiors, peers, subordinates and he may translate information destined for subordinates, peers and superiors into language suitable to each. Hence the message has to be put into words appropriate to the framework in which the receiver operates. Approximate understanding of words and the consequent faulty translations lead to impaired efficiency and heavy costs,

(c) Badly expressed message

Poorly chosen and empty words and phrases, careless omission, bad organization of ideas, awkward sentence structure, inadequate vocabulary jargon, lack of clarity and precision in message makes it badly expressed,

(d) Unclear Assumptions

A message although appears to be specific, its underlying assumptions may not be clear to the receiver.

(e) Specialists Language

Technical personnel and special groups tend to develop a special, peculiar and technical language of their own. This builds a communication barrier, because of the receivers ignorance of that type of language.

2) Emotional / Psychological Barriers

Emotional barriers are just as effective as an actual physical wall often these human barriers are more like filter paper than a brick wall. They let through some communication but hold back others, thereby making communication inadequate, some of them are as follows :

(i) Premature evaluation

It is the tendency of prematurely evaluating communication rather than to keep an uncompromised position during the interchange. It stops the transfer of information in the sender a sense of futility.

(ii) Inattention

People fail to react to notice, reports due to the pre occupied mind of a receiver and the resultant inattention becoming a major chronic psychological barrier.

(iii) Loss of transmission and poor retention

Communication passes through various levels in the organization, successive transmissions of the same message leads to decreasing accuracy. Poor retention of the information is again a Serious Problem

(iv) Distrust of communication

Frequent countermanding or illogical decisions of the original communication by the communicator leads to distrust on communicator.

(v) Failure to communicate

Managers often fail to transmit the needed message either because of laziness or assuming that information is known or to embarrass deliberately,

3) Organizational Barriers :**(a) Organizational policy**

Organizational Policy which acts as an overall guideline to every one in the organization regarding his expected behaviour, should be supported by the flow of communication in different directions. If this is not done, then communication flow would not be smooth and adequate.

(b) Organizational rules and regulations

Organizational rules and regulations affect the flow of the communication by prescribing the subject matter to be communicated and also the channel through which these are to be communicated. The rules may restrict the flow of certain messages thus leaving many important ones.

(c) Status relationships

Greater the difference between hierarchical position in terms of their status, greater would be the possibility of communication breakdown.

(d) Complexity in organizational structure

Communication gets delayed when there are large number of managerial levels. The possibility of communication getting distorted and filtered is present to a great extent. This generally exists in upward communication.

(e) Organizational facilities

Organizational facilities as meetings, conferences, complaint box, suggestion box etc. provided for smooth, adequate clear and timely flow of communication. If these are not properly emphasised, people fail to make effective communication.

4) Personal Barriers**I) Barriers in superiors****1. Attitude of superiors**

The attitude of superiors towards communication in general or in any particular direction affect the flow of messages in different directions.

2. Fear of challenge to authority

Managers in general try to withhold the information coming down the line or going up as frequent passing of information may disclose their weakness.

3. Insistence on proper channel

Superiors insist on passing the communication through proper channel as they wish to remain in communication links and they do not like any type of bypassing in communication.

4. Ignoring communication

Many a times superiors consciously and deliberately ignore the communication from their subordinates to maintain their importance. This works against the

willingness of subordinates to communicate.

5. Lack of confidence in sub-ordinates

Generally superiors perceive their subordinates to be less competent and capable, thus leading to not disclosing of many facts and information to them.

6. Time constraint

Due to time constraint, superior may have little to talk to their sub-ordinates.

7. Lack of awareness

Communication particularly in downward directions becomes difficult when the managers do not give due importance to understand employees need for communication.

II) Barriers in subordinates :**1. Unwillingness to Communicate**

Communication would be restricted and modified to a great extent when it is going in upward direction as the subordinates may feel that if the information is revealed they would be adversely affected.

2. Lack of Proper Incentive

Lack of motivation to communicate also subordinates to communicate upward. The reward and punishment system of the organization is more responsible for this.

Q28. Discuss about Surmounting Barriers to Communication.

(OR)

How to over come the Barriers of Communication.

Ans :

(Dec.-15)

1. Eliminating differences in perception

The organization should ensure that it is recruiting right individuals on the job. It's the responsibility of the interviewer to ensure that the interviewee has command over the written and spoken language. There should

be proper Induction program so that the policies of the company are clear to all the employees. There should be proper trainings conducted for required employees (for eg: Voice and Accent training).

2. Use of Simple Language

Use of simple and clear words should be emphasized. Use of ambiguous words and jargons should be avoided.

3. Reduction and elimination of noise levels

Noise is the main communication barrier which must be overcome on priority basis. It is essential to identify the source of noise and then eliminate that source.

4. Active Listening

Listen attentively and carefully. There is a difference between "listening" and "hearing". Active listening means hearing with proper understanding of the message that is heard. By asking questions the speaker can ensure whether his/her message is understood or not by the receiver in the same terms as intended by the speaker.

5. Emotional State

During communication one should make effective use of body language. He/she should not show their emotions while communication as the receiver might misinterpret the message being delivered. For example, if the conveyer of the message is in a bad mood then the receiver might think that the information being delivered is not good.

6. Simple Organizational Structure

The organizational structure should not be complex. The number of hierarchical levels should be optimum. There should be an ideal span of control within the organization. Simpler the organizational structure, more effective will be the communication.

7. Avoid Information Overload

The managers should know how to prioritize their work. They should not overload themselves with the work. They should spend quality time with their subordinates and

should listen to their problems and feedbacks actively.

8. Give Constructive Feedback

Avoid giving negative feedback. The contents of the feedback might be negative, but it should be delivered constructively. Constructive feedback will lead to effective communication between the superior and subordinate.

9. Proper Media Selection

The managers should properly select the medium of communication. Simple messages should be conveyed orally, like: face to face interaction or meetings. Use of written means of communication should be encouraged for delivering complex messages. For significant messages reminders can be given by using written means of communication such as : Memos, Notices etc.

10. Flexibility in meeting the targets

For effective communication in an organization the managers should ensure that the individuals are meeting their targets timely without skipping the formal channels of communication. There should not be much pressure on employees to meet their targets.

5.5.5 Improving Communication Skills

Q29. How Communication skills can be improved. Discuss?

Ans : (Dec.-15)

Managers should ensure the adequacy and smooth flow of communication for the long life of an organization. There should be a periodic measurement of effectiveness of communication. Effective communication might be the accurate transmission and receipt thereof and its correct understanding.

The elements which evaluate the effectiveness of communication are :

1. Clarity
2. Adequacy

3. Timing
4. Integrity

1. Clarity

Communication must ensure clarity of communication, thereby facilitating exchange of ideas and avoiding unnecessary seeking and tendering of clarifications. The basic objective of communication is achieved only when the message is understood by the receiver in the same form as the sender meant.

2. Adequacy

Adequacy can be measured by two aspects

- (a) In terms of coverage i.e. the types of messages flowing in various directions
- (b) In terms of quantity of various types of messages. The process of communication must ensure that all those messages that are needed by various individuals in the organization connection with the effective discharge of their official duties must flow up to them and further that this flow in respect of different types of messages must be adequate.

3. Timing

The utility of any message to the receiver is affected by its timing. Thus the communication process should ensure that the message reaches the receiver in time when he requires it, A suitable time span should be allowed for the purpose considering urgency and time requirement for the collection of information.

4. Integrity

The principle of integrity of communication suggests that the purpose of communication is to support understanding by the individuals in their achieving and maintaining the co-operation needed to meet the organizational needs and goals. Communication to be effective should be persuasive and convincing so that receiver acts accordingly.

Steps taken to make communication effective:

Management must take appropriate actions to make communication effective.

1. Clarity in Idea

The subject matter of communication may include opinions, attitudes, feelings, views, suggestions etc. therefore the communicator should be quite clear about what he wants to communicate.

2. Purpose of communication

Communication always has some purpose, being to get behavioural response from the receiver. The communication should be directed towards this objective by the efforts of communicator.

3. Two way communication

Communication always involves two persons or parties. It involves a continuous dialogue between sender and receiver of the message.

4. Empathy in communication

The way for effective communication is to be sensitive towards receivers needs, feelings and perceptions. When the sender of the message looks at the problems from receivers point of view, much of the misunderstanding stands avoided.

5. Supporting words with action

As action speaks louder than words, the sender may use the actions to emphase a point. This enhances the understanding as well as emphasising the important point in communication.

6. Credibility in communication

Subordinates usually obey the orders of the superiors when he has demonstrated through his competence that he is trust worthy. Any communication which is based on trust and credibility will be followed by the subordinates.

7. Appropriate language

The language used for communication should be understandable by the receiver. Simple and repetitive language is advised to be used for making communication effective.

8. Good listening

A communicator should also be a good listener. By concentrating on the speaker is explicit and implicit meanings, the manager can obtain a much better understanding of what is being said.

5.6 INTRODUCTION TO TRANSACTION ANALYTICS**Q30. Define Transaction Analysis.**

Ans :

Meaning

Study of human behaviour is very complex. Human behaviour is affected by behaviour of others. It is based on basic psychological facts like perception, learning, motivation and personality of the individuals interacting with each other. Interpersonal behaviour could be mutually cooperative where complementary transactions take place, such behaviour is possible where there is mutual trust, respect for each other's view point and ideas, concern for each other's needs and when both have a complementary ego state. Such behaviours are mutually gratifying to each other. On the other hand, interpersonal behaviours can be conflicting. Reasons for such behaviour can be attributed to personality differences, different value system, and conflict of interest and last but not the least role ambiguity between the two individuals.

Transactional analysis is the study of individual in the organization when he is interacting with other individual on social front or professional front. Eric Berne is credited to the movement for psychotherapy, which he started in 1950s. He observed that there are several persons within one person and therefore an individual transacts in different ways with different persons in different situations. People spend considerable time interacting with each other. They transact in a way that may provide connecting tissues between two individuals, which may hold them together. This

type of pair relationship is called Dyadic relationship. Transactional analysis offers a mode of expression of personality and dynamics of self and its relationship with others. It is a method of analyzing and understanding inter personal behaviour. Transactional analysis involves the analysis of the following factors.

- (a) Study of awareness
- (b) Ego State
- (c) Analysis of transactions
- (d) Life Script
- (e) Psychological games
- (f) Study of life positions
- (g) Stroking
- (h) Games analysis

Definition

"Transactional analysis is a technique used to help people better understand their own and other's behaviour, especially in interpersonal relationship."

Q31. What are the benefits of Transaction Analysis.

Ans :

(a) Open Self

Open Self is known as Public area. This quadrant indicates information about self is known to oneself and also to others. The information relates to feelings, motivation and behaviour of an individual, which he is willing to share with those whom he comes in contact. The individual behaves in a straight forward manner and is sharing. In an organizational setting, because of the openness of the individual the chances of conflict are reduced to minimum.

(b) Blind Self

This quadrant is related to information is not known to self but known to others, who interact with you, know more about you. This is known as blind area. It is important that an individual should reduce blind area to the minimum by interacting with people more intimately and by asking questions about self.

For example, an individual may not be aware of the fact that he is extremely task oriented and employees do not like it. In other words, others know and perceive the individual as a hard taskmaster and dislike him because of this. This is blind area that a person is blind to the fact that he interacts with others in the professional manner. This situation is likely to create an unpleasant atmosphere in the organization. Individual therefore should reduce blind area and increase public area. This will reduce conflict situations to a great extent in interpersonal behaviour.

(c) Hidden Self

Certain aspect of personality has formed this quadrant. Self knows information but others do not know it. There are certain aspects, which are private. Individual therefore does not want to share it with subordinates and wants to keep hidden. The area is also called Private Area.

(d) Unknown Self

This area is characterized by facts unknown to the self and to others. This is dark area, which is not pregnable. There is nothing much that can be done about it. It should be an endeavor to improve upon one self by obtaining feed back from others about self. Individual should carry out improvement and perceive one self correctly so that one perceives each person in the right manner. There are certain factors to improve Interpersonal relations. (Public Area).

5.7 THE HUMAN IMPACT OF COMPUTER

Q32. Explain the Human Impact of computer & What are positive & Negative effects of computer ?

Ans :

Everyone knows that this is the age of computer and vast majority of people are using computer. Development of science and technology has direct effect on our daily life as well as in our social life. Computer technology has made communication possible from one part of the world

to the other in seconds. They can see the transactions in one part of the world while staying in the other part. Computer development is one of the greatest scientific achievements of the 20th century. Computers are used in various fields as well as in teaching and learning. Some of the major computer application fields are listed below.

1. An aid to management

The computer can also be used as a management tool to assist in solving business problems.

2. Banking

Branches are equipped with terminals giving them an online accounting facility and enabling them to information as such things as current balances, deposits, overdrafts and interest charges.

3. Industrial Application

In industry, production may be planned, coordinated and controlled with the aid of a computer.

4. Engineering Design

Computer help in calculating that all the parts of a proposed design are satisfactory and also assist in the designing.

5. Meteorology

Data is recorded at different levels of atmosphere at different places, using remote sensors carried on a satellite.

6. Air Travel

Small computers are installed as a part of the plane's equipment.

7. Road Traffic Control

Computers assist with the control of traffic lights.

8. Telephones

Computerized telephone exchanges handle an ever increasing volume of calls very efficiently.

9. Medicine

Computers are widely used in hospitals for such task as maintaining drugs, surgical equipments and linen, for payroll and also for checkup and treatment of diseases.

In addition computers are also used for recording and film studios, research, military, etc.

Computers have both positive and negative impact in our daily life as well as in our social life. But the gross development of the nation is faster with the application of computers in industries and education. The both positive and negative impacts of computers are listed below.

The rapid rise of electronic computing in the 20th century changed the course of modern civilization. Although many of the effects have been positive, PCs have also impacted lives in undesirable ways. As computer technology continues to advance and new generations of machines grow faster and have greater capabilities, the machines become more deeply fixed in daily life, magnifying both the benefits and the downside risks.

Positive and Negative Effects of Computers

1. Easy Information Access

Computers have revolutionized the everyday access of information, whether for business, scientific or personal use. In the space of 15 minutes, you can buy movie tickets, check the latest sports scores and research different brands of pickup trucks from your home computer. Smartphones, PCs and other computing devices have standard ways of handling data, allowing a rapid and free exchange of information. Computer software has become easy and intuitive to use, giving more people access to the information they want with less effort.

2. Automated Machinery

Computers now control many kinds of machines, vastly improving the convenience, safety and productivity of their use. For example, computers are crucial to the antilock brakes that are commonplace in vehicles. Motion sensors fitted to each wheel continually feed data to a dedicated computer. If you brake hard and a wheel stops rotating, the computer "pumps" the

brakes rapidly, restoring proper motion to the wheel. The computer takes action in a few thousandths of a second, preventing the car from skidding out of control.

3. Fast, Accurate Data Processing

In many areas, computers have taken on small, repetitive tasks, freeing people's time for more important endeavors. Before computers became fixtures in business, bookkeeping was handled by legions of clerks. Today, computers process millions of records in seconds, improving reliability and accuracy while reducing costs. Scientists enjoy the same advantage, giving computers the mathematical chores that were once done with pencil and paper. As a result, research penetrates into the secrets of nature with greater speed and accuracy than was previously possible.

4. Sedentary Lifestyle

Computers have made video games, Web surfing and other forms of leisure possible. Although these pursuits led to the development of whole new industries, they also seduced many people into excessively sedentary habits. Time spent at the computer requires little physical exertion. Because it is common for enthusiasts to play on their computers for hours at a time, long-term consequences can include obesity, poor eating habits, and social isolation.

5. Family and Leisure Interruptions

Laptop computers and other mobile devices allow many people to work from home or be on call 24 hours a day, making it harder to keep work and home life separate. Work-related duties can interfere with family time at a moment's notice. The deterioration of boundaries between personal and professional time can strain relationships and make it difficult to relax when you're never completely away from the office.

6. Loss of Privacy

The widespread use of personal computers and mobile devices has led to an personal data in electronic form, such as contact lists and Facebook posts. Before computers found

a place in every home, much of this information was either disorganized or not connected. The Internet's ease of data gathering combined with deliberate efforts by businesses to exploit personal information has led to a widespread sharing of formerly private data.

5.8 COMPUTER MEDIATED COMMUNICATION

Q33. Explain briefly about computer Mediated Communication (CMC)

Ans :

(Imp.)

computer mediated communication (CMC) is defined as any human communication that occurs through the use of two or more electronic devices. While the term has traditionally referred to those communications that occur via computer-mediated formats (e.g., instant messaging, email, chat rooms, online forums, social network services), it has also been applied to other forms of text-based interaction such as text messaging. Research on CMC focuses largely on the social effects of different computer-supported communication technologies. Many recent studies involve Internet-based social networking supported by social software.

Computer-mediated communication can be broken down into two forms: synchronous and asynchronous.

(i) Synchronous CMC :

Synchronous computer-mediated communication refers to communication which occurs in real time. All parties are engaged in the communication simultaneously; however, they are not necessarily all in the same location.

Examples of synchronous communication are video chats and FaceTime audio calls.

(ii) Asynchronous CMC :

On the contrary, asynchronous computer-mediated communication refers to communication which takes place when the parties engaged are not communicating in unison. In other words, the sender does not receive an immediate response from the

receiver. Most forms of computer mediated technology are asynchronous.

Examples of asynchronous communication are text messages and emails.

Benefits

The nature of CMC means that it is easy for individuals to engage in communication with others regardless of time or location.

- CMC allows for individuals to collaborate on projects that would otherwise be impossible due to such factors as geography.
- In addition, CMC can also be useful for allowing individuals who might be intimidated due to factors like character or disabilities to participate in communication.
- By allowing an individual to communicate in a location of their choosing, a CMC call allows a person to engage in communication with minimal stress.
- Making an individual comfortable through CMC also plays a role in self-disclosure, which allows a communicative partner to open up more easily and be more expressive.
- When communicating through an electronic medium, individuals are less likely to engage in stereotyping and are less self-conscious about physical characteristics.
- The role that anonymity plays in online communication can also encourage some users to be less defensive and form relationships with others more rapidly.

5.9 CHANGE

Q34. Define change ? Explain the Process of Change ?

Ans :

Change is certain in nature which will have its impact/effect on the organizations and the individuals. Change is an important aspect of effective management.

In competitive environment, change is necessary for every business so it is necessary for the managers to possess knowledge about managing

change in their business. Change is defined as, "to make or become different, give or begin to have a different form". In simple words, change is explained as a process which basically effects the pattern of work/relationship within an organization.

Change is bipolar in nature. It involves both the characteristics of stability and instability, predictable and unpredictable, continuous and discontinuous and it is intrinsic and extrinsic to the organization.

Usually, changes take place at three levels,

1. **Micro Changes.** The changes that takes place in personal lives of the people.
2. **Organizational Changes.** The changes that takes place in any institution and have impact on people's lives.
3. **Macro Changes.** The changes that effects the people in a significant manner throughout the world.

Process of Change

Individual change is analyzed by the characteristics of individuals like knowledge, needs, attitudes, beliefs and expectations. In order to have organizational change, managers must change the behaviour of all individuals through some practical participative strategy. Resistance to change can be overcome by planning and implementing the process of change in an organized manner. The stages in the process of planned change developed by Kurt Lewin are of follows.

1. Unfreezing
2. Changing
3. Refreezing.

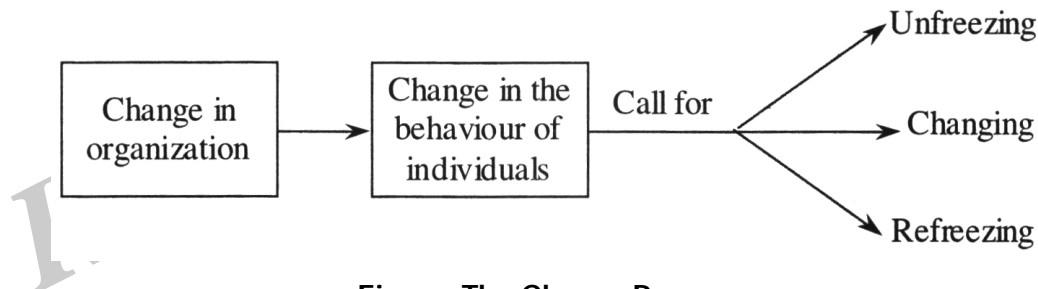


Figure: The Change Process

Stages in Change Process

1. Unfreezing

A planned change is motivated in this state. Unfreezing process starts when the managers considers the appropriateness of the employee's present behaviour as invalid.

2. Changing

In this stage, employees begins to learn the new concepts, ideas, and so on. Some important factors which helps in implementing change are role models, mentors, experts, benchmarking and training.

3. Refreezing

During refreezing stage, change becomes stable so that employees can adopt changed behaviour and implement it in their usual way of doing things. This can be achieved by giving an opportunity/ chance to the employees to show their new behaviour and then support it by providing coaching and modeling to strengthen the desired change and maintain stability in the change.

Q35. Explain the Nature of Change.

Ans :

The following details will make us understand the nature of change:

1. Change is the Law of Nature

Whatever nature has given to this world is subject to change. A man has to adjust himself to the changed situations and environment. If he does not do so, he has to face a lot of challenges. Just as a man has to face many changes, similarly a business unit is compelled to make changes because of the pressure of some internal and external forces. The changes do not appear all of a sudden, but it is a law according to which they have to appear.

2. Change is Resisted by Man

Changes are inevitable, but it is true that they are generally opposed by the people. Change in a company can result in the change of the work-place of the employees, their designation, their boss, their work-method, group of friends, their remuneration, etc. In other words, they are compelled to work in a new environment, but human nature is such that he wants to live in the old surroundings. He opposes any change. Change is opposed by almost everybody including the workers, low level managers, middle level managers, high level managers, etc.

3. Change Leads to Development

Nature of change is to lead towards development. It means that whenever there is some change, it is always for in some thing new. The important question, however, is that when change leads to development why it is opposed by the people. The simple answer to this question is that it is not necessary that the change should benefit everybody. It is quite possible that some people may be benefited more than the other people and possibly some people may suffer loss. In this way those who face loss would certainly oppose the change.

4. Change is Continuous Process

Change is a process because whenever a change is made, it becomes complete only after passing through various stages, it is not only process, but a continuous process. A business unit comes into existence in a dynamic environment. It develops in such an environment. Therefore, the moment the work of implementing a change is accomplished, some other problem arises. This again necessitates some other change.

5. Change has an Element of Uncertainty

Change is always for future and future is uncertain. Nothing can be said about them with any amount of certainty. Hence, an element of uncertainty is inherent in a change.

6. Change Requires a Change Agent

A programme of change is not an automatic process. Many efforts have to be made in order to implement it. Therefore, a special man is required to complete the whole process. This man is called an agent of change. For small changes the manager concerned can perform the job of an agent of change. In case of big changes, the help of high ranking managers or some professional consultants is necessary.

7. Change Takes Place due to Two Forces

It is the nature of change to get affected by two forces - internal and external. For example, if a company merges two departments and converts them into one department, it will be an internal change. On the contrary, if a company has to change its price policy because of the entry of a competing company, it will be an external change.

8. Change has Two Types

Whatever may be the reason, change can effect in two ways. It can be work related or organization related. The setting of modern machinery is a work related, change, whereas the increasing or decreasing the number of departments is organization related change.

Q36. What are the different Types of Changes?

(OR)

Enumerate different types of Changes.

Ans :

(Dec.-15)

We have seen that there can be many causes, both internal and external, which necessitate changes in the organization. Now, the all important question is to find out the number of changes that can be introduced under the impact of the internal and external factors. The changes to be introduced in the organization can be divided into two parts. Their brief description is as follows:

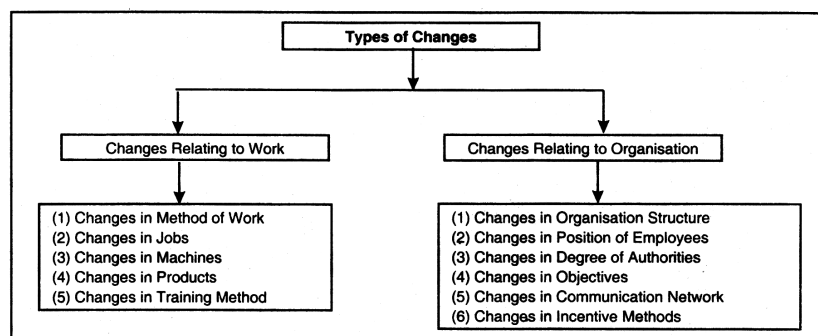


Fig. : Types of Changes

A) Changes Relating to Work

Changes relating to work are of the following types:

1. Changes in Method of Work

New methods of work and production are being developed because of the research being carried out day in and day out only to take advantage of the modernization and for the development of the organization, these methods are implemented. In this way, this is the first kind of change in the organization.

2. Changes in Jobs

Sometimes there is a need to divide a big job into many small jobs and sometimes it is vice-versa.

3. Changes in Machines

Regular technological changes have taken over the hand-operated machines replacing them with the automatic machines. These changes have their own advantages on the one hand but, on the other hand, they prove harmful in the shape of workers opposition as they fear retrenchment.

4. Changes in Products

There is a demand of new products on account of the rising standard of living, urbanization, etc. A manager has to be conscious about this demand. In case of need he has either to change old products or add some new products to the old list of products.

5. Change in Training Method

In case of need there can be a change in the method of training. It has become essential to impart training according to modern methods because of the new methods of work and arrival of new machines.

B. Changes Relating to Organization

The following changes are chiefly organization related:

1. Changes in organization structure

Organization structure means the posts existing at different levels of the organization. This number varies according to the size of the company. For example, there are six department in a company namely, Purchase Department, Sales Department, Advertisement Department, Personnel Department and finance Department, Production Department. After intensive study it was felt that there was no need of a separate department of advertisement and that it should be merged with the sales department. In this way, there appeared a change in the structure of the Organization.

2. Changes in the Position of Employees

In case of need changes can be introduced in the number, posts and level of the employees working in organization. This is usually done through promotion, transfer, retrenchment, etc.

3. Changes in Degree of Authorities

The officers often delegate their authority to their subordinates in order to get the work done efficiently. This is known as the delegation of authority. When this delegation of authority is increased, it takes the shape of decentralization.

4. Changes in Objectives

An Organization has sometimes to change its objectives under pressure of the internal and external environment. In addition to this, policies can also be changed.

5. Changes in Communication Net- work

Communication network is of two types formal and informal. Along with formal communication, informal communi- cation is also important. Any one of these can be given preference according to the need. Along with it the medium of communication (written, oral or gesture) can also be changed. For example, if earlier oral communication was in vogue, now the written communication can be brought into use.

6. Changes in Incentive Methods

There are two methods of giving incentive - Monetary and Non-monetary. For example, in a company at one time both the methods were in use, but the company decided that henceforth only Non-monetary methods alone will be used. In this way, there will be a change in the organization.

Q37. Explain the External Forces Driving Change in Organization with suitable Example.

Ans :

(Jan.-18)

The external forces of change stem up from the external environment. These forces have been described below:

➤ **Political Forces**

With the rapidly changing global political scenario and the upheavals in the global politics, the worldwide economy is equally undergoing a quick change and presenting several challenges before the organization in the form of changes in regulations, policies and also the economic framework in the form of globalization and liberalization.

➤ **Economic Forces**

The economic forces influence organization's change management strategy by either presenting opportunities or challenges in the form of economic uncertainties or growing competitive pressures.

Various factors such as changes in the business cycle, prevalent inflation or deflation rate in the economy, fluctuation in the interest rates, economic recession, changes in the economic policies or tax structures, import/export duties, fluctuation in the oil prices globally, financial stability of the country and also loss/increase in the consumer confidence towards the economic conditions of the country are some of the crucial factors. For example change in the global market, economies create a ripple like effect and affect the Indian markets too in terms of fluctuations in the capital markets, employment opportunities and rise or fall in the consumer demand.

➤ **Technological Forces**

Technological advancements and innovations in communication and computer technology, have revolutionized the organizational functioning by facilitating newer ways of working and added in newer range of products/services thus creating a need for developing a framework for managing change effectively and proactively responding to the challenges as a result of these changes due to the technological forces.

Advancements in the technological field greatly contribute to the overall economic development in the country and also the organization's success or failure in the competitive environment. One of the glowing

examples is Singapore, which has emerged as one of the powerful economies within recent times in spite of no natural resource availability. With the usage of Information Technology in the strategic decision making and overall planning, today Singapore holds the status of being the world's first completely networked economy in which all homes, administrative offices, schools/colleges/professional institutions, businesses and government branches are connected electronically.

➤ **Governmental Forces**

Governmental regulations and also the extent of intervention may influence the need for change. The following governmental forces have been described below which determine the need for organizational change:

1. Deregulation

Deregulation is associated with decentralization of power or economic interventions at the state level or lessening of the governmental intervention in the economy. For example, as an outcome of deregulation few sectors/industries like insurance, banking, petroleum and many others which were previously under the direct control of the government, are now being handed over to the private players or companies.

2. Foreign Exchange

Foreign exchange rates directly affect the international trade, as the variations in the exchange rates influence the currency payment structure. Issues or constraints with the foreign exchange rate may compel the government in moving ahead with the imposition of import restrictions on selected items or deregulating the economies for attracting the foreign exchange for investment purposes.

3. Anti-Trust Laws

Anti-Trust laws are enforced by most of the governments for restricting/curbing unfair trade practices. For example, these restrictions have been enforced in India by enacting an act called Monopolies and Restrictive Trade Practices (MRTP), 1971.

4. Suspension Agreements

Suspension agreements are the agreements which are finalized between the governments to waive off anti-dumping duties.

5. Protectionism

Due to the growing competitive pressures, most of the governments try to enforce certain regulations or intervene for safeguarding their threatened industries. For example, by enforcing certain trade barriers, the Indian government protects the local industries such as Handicrafts and Textiles. These trade barriers may take the form of either anti-dumping laws, levy of tariffs or import duties, quantity quotas, and various government subsidies.

Competitive Pressures

The increase in the global competition and the challenges enforced due to the competitive pressures, force the organizations in changing their strategies for ensuring their global presence. Japanese majors like Nissan, Toyota and Mitsubishi, have been continuously relocating their manufacturing as well as their assembling operations to South East Asian countries for achieving a competitive advantage in the form of reduced cost of labour and economies of scale.

Changes in the Needs and Preferences of Customers

Changes in the needs of the customers are compelling the organizations to adapt and innovate their product offerings constantly for meeting the changing demands of the customers.

5.9.1 Challenges contributing to change**Q38. What are the various Challenges of Change ?**

(OR)

Explain the Challenges forced by People due to Change.

Ans :

(Dec.-14)

Change is constant and it is possible to bring change in every situation. Change often creates many problems for individuals and organization. Individuals may accept some changes and may oppose some. In order to avoid change and the future problems, individuals usually resist against change in different ways. Resistance of change depends upon individuals personality and nature of change as follows.

1. Acceptance of Change

There are different ways of accepting the effects of change, most common one is enthusiastic cooperation. It happens, very rarely only in case, when the desires and needs of individuals are fulfilled and satisfied by the effects of change then only the individuals accepts the change otherwise simply resists it.

2. Indifference to Change

Some individuals behave indifferently towards change, like for instance they sometimes completely ignores the problem focusing upon irrelevant aspects of the problems and at times they just simply avoid the problem.

3. Organized Resistance

When the changes effect a group of people, the reaction of such group members influences others greatly. Individuals react in an organized way towards change because they need self-protection or future security. Two or more groups combine and resist the change to have future security and it is more effective than personal resistance. Organized resistance can take place at one or more levels such as,

- i) Immediate work group
- ii) Department of work group and
- iii) Dominant coalition.

4. Frustration and Aggression

Aggressive behaviour, hostile feeling and frustration is a psychological concept. When external factors contradicts each other and performs against desires and needs of individual, it is common that individuals becomes frustrated. This frustration may develop hostile feelings. Any individual undergoing a change may become frustrated and become aggressive in nature or behave aggressively.

Due to aggression, some individuals withdraw from the situations that leads to increase in absenteeisms. Frustration may develop diseases like high blood pressures, ulcers, heart attacks and asthma.

5.9.2 Types of change Approaches

Q39. Explain various Approaches Manage Organizational Change ?

(OR)

Explain Management Strategies to Manage Change.

Ans :

(Jan.-20, Imp.)

According to an article in Forbes, Change Management Guru is the world's oldest profession. Almost everyone has a few theories about change management.

While there are many change management models, most companies will choose at least one of the following three models to operate under:

1. Lewin's Change Management Model
2. Kotter's 8 Step Change Model
3. Action Research Model
4. Organizational Development

1. Lewin's Change Management Model

According to **Kurt Lewin**, organizations should follow the following three steps to introduce permanent change:

➤ Unfreeze

In this step, the management of an organization educates the employees about the factors that necessitate change and also about the benefits they would reap once the change process is completed.

➤ Movement to Change

Once the organization gains the confidence of the employees regarding the eminent change, the actual process of change can be initiated. This stage involves implementing the change.

➤ **Refreeze**

The third step involves reinforcing change so that the organization does not revert to the old state of things.

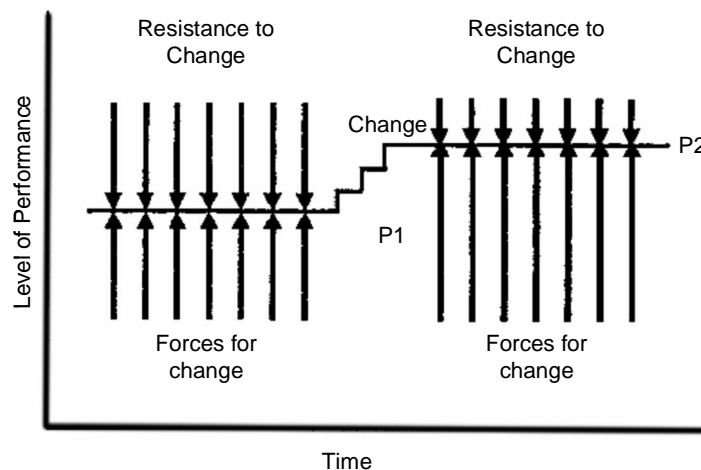


Figure : Lewin's Three Step Model

2. Kotter's 8 Step Change Model

This model, created by Harvard University Professor John Kotter, causes change to become a campaign. Employees buy into the change after leaders convince them of the urgent need for change to occur. There are 8 steps involved in this model:

1. Increase the urgency for change.
2. Build a team dedicated to change.
3. Create the vision for change.
4. Communicate the need for change.
5. Empower staff with the ability to change.
6. Create short term goals.
7. Stay persistent.
8. Make the change permanent.

Significant advantages to the model are:

- The process is an easy step-by-step model.
- The focus is on preparing and accepting change, not the actual change.
- Transition is easier with this model.

There are some disadvantages offered by this model:

- Steps can't be skipped.
- The process takes a great deal of time.

It doesn't matter if the proposed change is a change in the process of project planning or general operations. Adjusting to change is difficult for an organization and its employees. Using almost any model is helpful, because it offers leaders a guideline to follow, along with the ability to determine expected results. This is helpful because change is difficult to implement and manage.

3. Action Research Model

Action research is "a change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicate." The process consists of five steps: diagnosis, analysis, feedback, action, and evaluation.

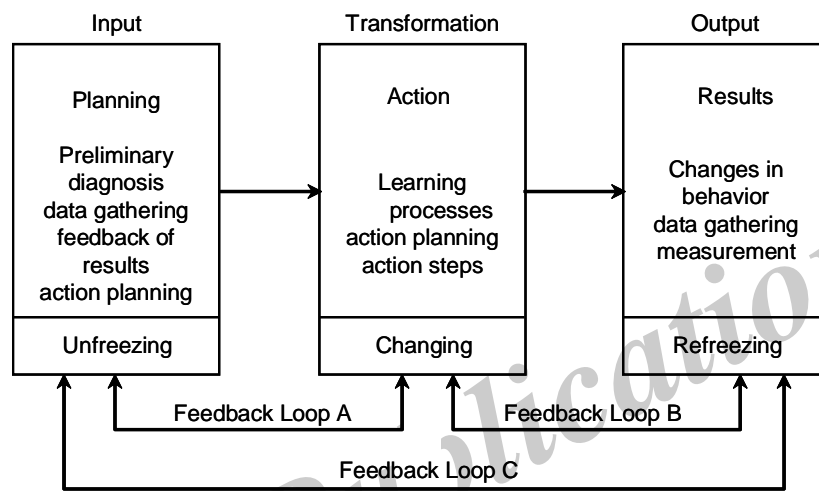


Fig.: Action Research Model

These steps closely parallel the scientific method.

- (i) **Diagnosis** begins by gathering information about problems, concerns, and needed changes from members of the organization.
- (ii) **Analysis** of information is synthesized into primary concerns, problem areas, and possible actions. Action research includes extensive involvement of the people who will be involved in the change program.
- (iii) **Feedback** requires sharing with employees what has been found from steps one and two and the development of a plan for the change.
- (iv) **Action** is the step where the change agent and employees set into motion the specific actions to correct the problems that were identified.
- (v) **Evaluation** is the final step to assess the action plan's effectiveness. Using the initial data gathered as a benchmark, any subsequent changes can be compared and evaluated.

Action research provides at least two specific benefits for an organization.

- First, it is problem-focused. The change agent objectively looks for problems and the type of problem determines the type of change of action.
- Second, resistance to change is reduced. Once employees have actively participated in the feedback stage, the change process typically takes on a momentum of its own.

4. Organizational Development

Organizational development (**OD**) is a term used to encompass a collection of planned-change interventions built on humanistic-democratic values that seek to improve organizational effectiveness and employee well-being.

The OD paradigm values human and organizational growth, collaborative and participative processes, and a spirit of inquiry.

The underlying values in most OD efforts:

- Respect for people
- Trust and support
- Power equalization
- Confrontation
- Participation

5.9.3 Contemporary Issues in Change

Q40. Explain various Contemporary Issues in Change.

(OR)

Bring out various Contemporary Issues in Change.

Ans : (Jan.-18, Dec.-13, Dec.-12, Imp.)

1. Sensitivity Training

- It can go by a variety of names laboratory training, groups, or T-groups (training groups) but all refer to a thorough unstructured group interaction.
- Participants discuss themselves and their interactive processes, loosely directed by a professional behavioral scientist.
- Specific results sought include increased ability to empathize with others, improved listening skills, greater openness, increased tolerance of individual differences, and improved conflict resolution skills.

2. Survey Feedback

- One tool for assessing attitudes held by organizational members, identifying discrepancy among member perceptions, and solving these differences is the survey feedback approach.
- Everyone can participate, but of key importance is the organizational "family."

A questionnaire is usually completed by all members in the organization (or) unit.

- The data from this questionnaire are tabulated with data pertaining to an individual's specific "family" and to the entire organization and distributed to employees.
- Particular attention is given to encouraging discussion and ensuring that discussions focus on issues and ideas and not on attacking individuals.
- Finally, group discussion in the survey feedback approach should result in members identifying possible implications of the questionnaire's findings.

3. Process Consultation

- The purpose of process consultation is for an outside consultant to assist a manager, "to perceive, understand, and act upon process events" that might include work flow, informal relationships among unit members, and formal communication channels.
- The consultant works with the client in jointly diagnosing what processes need improvement.
- By having the client actively participate in both the diagnosis and the development of alternatives, there will be greater understanding of the process and the remedy and less resistance to the action plan chosen.

4. Team Building

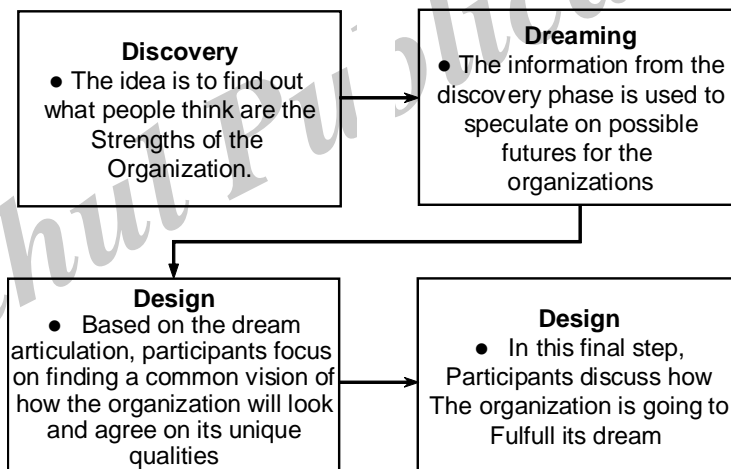
- It utilizes high-interaction group activities to increase trust and openness among team members.
- Team building is applicable to the case of interdependence. The objective is to improve coordinative efforts of members, which will result in increasing the team's performance.
- The activities considered in team building typically include goal setting, development of interpersonal relations among team members, role analysis, and team process analysis.
- Team building can also address itself to clarifying each member's role on the team.

5. Intergroup Development

- It seeks to change the attitudes, stereotypes, and perceptions that groups have of each other.
- Once the causes of the difficulty have been identified, the groups can move to the integration phase working to develop solutions that will improve relations between the groups.
- Subgroups, with members from each of the conflicting groups, can now be created for further diagnosis and to begin to formulate possible alternative actions that will improve relations.

6. Appreciative Inquiry

- They identify a problem or set of problems, then look for a solution. Appreciative inquiry seeks to identify the unique qualities and special strengths of an organization.



Short Question & Answers

1. Define Leadership.

Ans :

Leadership is the factor that helps individuals and groups to achieve the goal. It is the process of influencing and supporting employees or others to work enthusiastically toward achieving the objectives.

Definitions of Leadership

- (i) "Leadership is a process of influencing people to direct their efforts towards the attainment of some particular goal or goals."
- (ii) **According to Harry Truman** "Leadership is the ability to get other people to do what they don't want to do and like it".
- (iii) **According to Chester Barnard** "Leadership is the ability of a superior to influence the behavior of his subordinates and persuade them to follow a particular course of action."
- (iv) **According to Koontz and O'Donnell** "Leadership is the ability of a manager to induce subordinates to work with confidence and zeal."
- (v) **According to George R. Terry** "Leadership is the activity of influencing people to strive willingly for mutual objectives."

2. Qualities of Leader.

Ans :

1. Ability to Motivate

Leadership means motivating the followers to follow the leader. It shows that it is important to have the ability to motivate in order to make the meaning of leadership meaningful or purposeful. The leader should know the different methods of motivation so that the employees can be motivated according to their nature.

2. Ability to Communicate

The chief function of a leader is to have communication with the employees and

other individuals regarding various information, orders, thoughts, etc. This job should be performed in a simple language keeping in view the ability of the person receiving communication so that the receiver takes the communication in the same spirit in which it is conveyed. The effect and its quickness will depend on the amount of communication skill of the person concerned.

3. Quick Decision-making Power

A leader has to face many new difficulties. In order to handle these problems successfully, he should have substantial decision-making power. If the decisions are taken quickly, the leadership gets an extra shine. Quick decision-making power presents no hurdle in any work and makes the right work possible at the right time. In its absence the leader and the entire organization look weak, works get delayed unnecessarily, the consumers get dissatisfied and finally, the reputation of the enterprise suffers.

4. Integrity

It is important that a leader should be a man of integrity. It means that the style of his functioning should depend on goodwill, truth, morality and be free from deceit. A leader is a link between the owner and the employees. Therefore, he should be faithful to both. For example, the owner should be informed before hand about any possible loss and the employees should not be fed on false promises.

5. Full of Courage

A leader should be courageous. Courage here means that whatever he feels should be strongly implemented. In other words, the leader should fearlessly stick to the decision once taken. A courageous leader never wavers on the path of truth and never falls a prey to the feelings of his opponents. This quality of a leader affects the people working with him and they also become quick in their work performance.

3. How Leadership is Related to Management ?

Ans :

S.No	Basis of Difference	Leaders	Managers
1)	Main Focus	Leaders focus on people.	Managers focus on systems and structure.
2)	Risk Taking Ability	Leaders take risks by making changes.	Managers tend to eliminate risks by preserving the system.
3)	Acceptance Level	Leaders challenge the existing system and innovate.	Managers accept status quo and administer order.
4)	Concept	Leaders do the right thing.	Managers do things right.
5)	Influencing Ability	Leaders influence people through altering moods, evoking images, and expectation.	Managers influence people through the use of logic, fact, and reason.
6)	Control and Influence on Initiative	Leaders inspire, motivate and align people to take the initiative.	Managers organize and control people around already taken initiatives.
7)	Planning and Direction	Leaders focus on direction-creating vision and strategy by keeping an eye on horizon.	Managers focus on planning and budgeting by keeping an eye on bottom line.
8)	Emotional Attachments	Leaders connect emotionally (heart).	Managers keep emotional distance (expert mind).
9)	Freedom Given to Sub-ordinate	Leaders provide the tools and training, then allow employees to "do it" by letting go.	Managers rely on close supervision of the doing of followers.
10)	Focus on Solution	Leaders direct energy in guiding people toward practical solutions.	Managers direct energy toward - goals, resources, organization structure, determining the problems to be solved.
11)	Innovativeness	Leaders follow their own intuition.	Managers tend to do things by the book and follow company policy.

4. Free-rein leadership.

Ans :

1. Free rein or Laissez - faire technique means giving complete freedom to subordinates, In this style, manager once determines policy, programmes and limitations for action and the entire process is left to subordinates.
2. Group members perform everything and the manager usually maintains contacts with outside persons to bring the information and materials which the group needs.
3. This type of style is suitable to certain situations where the manager can leave a choice to his group. This helps subordinates to develop independent personality.
Hence, this style is used very rarely in business organizations.

5. Contingency Theories of Leadership

Ans :

During the late 1960s, researchers Blanchard, Fielder and Chemers, House and Filley, Vroom, found-out that neither trait nor behavioural theory could fit with every situation, and suggested that situational characteristics should also be considered in the study of leadership. Situational or contingency theory advocates that leadership is strongly affected by the situation from which a leader emerges and in which he works.

It is based on the assumptions that, an interaction exists between a group and its leader and that people tend to follow the person (known as leader) who is capable of fulfilling their aspirations. He recognises the needs of the situation and then acts accordingly. Thus, leader is a means of achieving the goals of the group and the members. Some of the most popular situational theories are as follows :

1. Fiedler's model/Leadership effectiveness model,
2. Situational Leadership Theory (SLT), and
3. Path-goal theory.

6. Define Communication

Ans :

Communication is a pivotal element in any organizational setting. It serves as a common thread for management processes. As the nervous system to a body, communication is an integrating system of an organization. Adding to this, one of the writer described communication as the lifeblood to an organization. This identifies that no organization can think of its existence without effective communication.

Communication also forms a base for the success or failure of a manager. His degree to communicate effectively, makes him a successful manager. In this connection Bernard says, "The first executive function is to develop and maintain a system of communication". Thus, it can be understood that communication is the life- giving

element to an organization and has to be dealt with utmost care.

Communication is the bridge of meaning between individuals. It refers to the process of transfer of information from one person to the other. In other words, it is a process by which people share the information or message with an intention to create an understanding in the mind of others.

Communication has been defined in many ways. Following are the noteworthy definitions. In general parlance,

Definition

- (i) **According to Keith Davis** "Communication is the process of passing information and understanding from one person to another".
- (ii) **According to Newstrom and Davis** "Communication is the transfer of information from one person to another person. It is a way of reaching others by transmitting ideas, facts, thoughts, feelings and values".
- (iii) **According to Koontz and O' Donnell** "Communication is an intercourse by words, letters, symbols or messages and is a way that one organization member shares meanings and understandings with another".

From the definitions, following features of communication can be drawn.

- ♦ Communication involves transfer of information and understanding of meaning.
- ♦ It is a two-way process involving a minimum of two individuals.
- ♦ Communication is a continuous activity, wherein an individual goes on communicating for developing social relations.

7. Explain Informal Communication ?*Ans :***Informal Communication**

Any information which is not passed in accordance with any formalities and rules and regulations of an organization is informal communication.

Most executives use the informal communication as supplement to formal communication. Most of the informal communication is oral. Informal communication emerges out of social interactions among the people.

They depend on individual's relationship. Hence message travels fast and is quite flexible.

Grapevine Network

The informal channel of communication is also known as "grape vine". This is the primary source of upward communication. Hence there is no clear cut way for transmitting the information. Usually there are four types of pattern through which grapevine travels. They are :

1. Single Stand
2. Gossip
3. Probability and
4. Cluster

8. Define Transaction Analysis.*Ans :*

Study of human behaviour is very complex. Human behaviour is affected by behaviour of others. It is based on basic psychological facts like perception, learning, motivation and personality of the individuals interacting with each other. Interpersonal behaviour could be mutually cooperative where complementary transactions take place, such behaviour is possible where there is mutual trust, respect for each other's view point and ideas, concern for each other's needs and when both have a complementary ego state. Such behaviours are mutually gratifying to each other. On the other hand, interpersonal behaviours can be conflicting. Reasons for such behaviour can be attributed to personality differences, different value system, and conflict of interest and last but not the least role ambiguity between the two individuals.

Transactional analysis is the study of individual in the organization when he is interacting with other individual on social front or professional front. Eric Berne is credited to the movement for psychotherapy, which he started in 1950s. He observed that there are several persons within one person and therefore an individual transacts in different ways with different persons in different situations. People spend considerable time interacting with each other. They transact in a way that may provide connecting tissues between two individuals, which may hold them together. This type of pair relationship is called Dyadic relationship. Transactional analysis offers a mode of expression of personality and dynamics of self and its relationship with others. It is a method of analyzing and understanding inter personal behaviour. Transactional analysis involves the analysis of the following factors.

- (a) Study of awareness
- (b) Ego State
- (c) Analysis of transactions
- (d) Life Script
- (e) Psychological games
- (f) Study of life positions
- (g) Stroking
- (h) Games analysis

Definitions

"Transactional analysis is a technique used to help people better understand their own and other's behaviour, especially in interpersonal relationship.

9. Define change*Ans :*

Change is certain in nature which will have its impact/effect on the organizations and the individuals. Change is an important aspect of effective management.

In competitive environment, change is necessary for every business so it is necessary for the managers to possess knowledge about managing change in their business. Change is defined as, "to make or become different, give or begin to have a different form". In simple words, change is explained

as a process which basically effects the pattern of work/relationship within an organization.

Change is bipolar in nature. It involves both the characteristics of stability and instability, predictable and unpredictable, continuous and discontinuous and it is intrinsic and extrinsic to the organization.

Usually, changes take place at three levels,

1. **Micro Changes**

The changes that takes place in personal lives of the people.

2. **Organizational Changes**

The changes that takes place in any institution and have impact on people's lives.

3. **Macro Changes**

The changes that effects the people in a significant manner throughout the world.

10. **Nature of Change.**

Ans :

The following details will make us understand the nature of change:

1. **Change is the Law of Nature**

Whatever nature has given to this world is subject to change. A man has to adjust himself to the changed situations and environment. If he does not do so, he has to face a lot of challenges. Just as a man has to face many changes, similarly a business unit is compelled to make changes because of the pressure of some internal and external forces. The changes do not appear all of a sudden, but it is a law according to which they have to appear.

2. **Change is Resisted by Man**

Changes are inevitable, but it is true that they are generally opposed by the people. Change in a company can result in the change of the work-place of the employees, their designation, their boss, their work-method, group of friends, their remuneration, etc. In other words, they are compelled to work in a new environment, but human nature is such that he wants to live in the old surroundings.

He opposes any change. Change is opposed by almost everybody including the workers, low level managers, middle level managers, high level managers, etc.

3. **Change Leads to Development**

Nature of change is to lead towards development. It means that whenever there is some change, it is always for in some thing new. The important question, however, is that when change leads to development why it is opposed by the people. The simple answer to this question is that it is not necessary that the change should benefit everybody. It is quite possible that some people may be benefited more than the other people and possibly some people may suffer loss. In this way those who face loss would certainly oppose the change.

4. **Change is Continuous Process**

Change is a process because whenever a change is made, it becomes complete only after passing through various stages, it is not only process, but a continuous process. A business unit comes into existence in a dynamic environment. It develops in such an environment. Therefore, the moment the work of implementing a change is accomplished, some other problem crops up. This again necessitates some other change.

5. **Change has an Element of Uncertainty**

Change is always for future and future is uncertain. Nothing can be said about them with any amount of certainty. Hence, an element of uncertainty is inherent in a change.

6. **Change Requires a Change Agent**

A programme of change is not an automatic process. Many efforts have to be made in order to implement it. Therefore, a special man is required to complete the whole process. This man is called an agent of change. For small changes the manager concerned can perform the job of an agent of change. In case of big changes, the help of high ranking managers or some professional consultants is necessary.

11. Semantic Barriers*Ans :*

They arise from limitations in the symbols with which we communicate. They are :

(a) Symbols with different meanings

Communication symbols usually have a variety of meanings and we have to choose one meaning from many. A particular word may give contradictory meaning in different parts of the country. Similarly non-verbal symbols may also convey different meanings to different persons.

(b) Faulty translations

Managers receive various type communications from superiors, peers, subordinates and he may translate information destined for subordinates, peers and superiors into language suitable to each. Hence the message has to be put into words appropriate to the framework in which the receiver operates. Approximate understanding of words and the consequent faulty translations lead to impaired efficiency and heavy costs.

(c) Badly expressed message

Poorly chosen and empty words and phrases, careless omission, bad organization of ideas, awkward sentence structure, inadequate vocabulary jargon, lack of clarity and precision in message makes it badly expressed,

(d) Unclear Assumptions

A message although appears to be specific, its underlying assumptions may not be clear to the receiver.

(e) Specialists Language

Technical personnel and special groups tend to develop a special, peculiar and technical language of their own. This builds a communication barrier, because of the receivers ignorance of that type of language.

12. Contemporary Issues in Change.*Ans :***1. Sensitivity Training**

- It can go by a variety of names laboratory training, groups, or T-groups (training groups) but all refer to a thorough unstructured group interaction.
- Participants discuss themselves and their interactive processes, loosely directed by a professional behavioral scientist.
- Specific results sought include increased ability to empathize with others, improved listening skills, greater openness, increased tolerance of individual differences, and improved conflict resolution skills.

2. Survey Feedback

- One tool for assessing attitudes held by organizational members, identifying discrepancy among member perceptions, and solving these differences is the survey feedback approach.
- Everyone can participate, but of key importance is the organizational "family."

A questionnaire is usually completed by all members in the organization (or) unit.

- The data from this questionnaire are tabulated with data pertaining to an individual's specific "family" and to the entire organization and distributed to employees.
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- The purpose of process consultation is for an outside consultant to assist a manager, "to perceive, understand, and act upon process events" that might include work flow, informal relationships among unit members, and formal communication channels.
- The consultant works with the client in jointly diagnosing what processes need improvement.
- By having the client actively participate in both the diagnosis and the development of alternatives, there will be greater understanding of the process and the remedy and less resistance to the action plan chosen.

13. Significance of Communication

Ans :

Communication is the important element of an organization. Its importance is felt due to following reasons.

- i) Communication forms the basis for action. It is essential for each and every individual activity.
- ii) It helps a manager to plan the activities.
- iii) It guides in managerial performance and facilitates a manager in getting the work done.
- iv) It is the source of management processes-planning, organizing, leading, staffing, directing, controlling etc.
- v) It becomes the foundation for cohesiveness among group members and is the source of coordination
- vi) It is helpful to a manager in organizational decision-making.
- vii) Communication only provides the information necessary for goal achievement.
- viii) It denotes the relationship among employees and management.

14. Managerial Grid

Ans :

The concept of managerial grid was created by R.R. Blake and Jane S. Mouton of USA. They emphasised that leadership style consists of facts of both task oriented and relation oriented behaviour in varying degrees. They have used two phrases :

(i) Concern for Production

Concern for production means the attitude of the superiors towards a variety of factors concerning production, such as products, procedures, processes, quality of staff service, work load, efficiency and quantity of production.

(ii) Concern for People

Concern for people includes degree of personal commitment towards goal achievement, maintaining the self esteem of workers, responsibility and conductibility based on trust rather than on force and satisfying interpersonal relations.

Figure below shows the degree of concern for production and for people and possible interactions (combinations) between them. The horizontal axis represents concern for production and the vertical axis indicates concern for people. Each axis is expressed as a nine point scale of concern. No.1 in each case represents the minimum concern and No.9 represents the maximum concern in ascending order.

15. Define Management .

Ans :

Management is the art of getting things done through and with the people in formally organized group. Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.

Definitions :

(i) According to William Spriegel

Management is that function of an enterprise which concerns itself with the direction and control of the various activities to attain the business objectives.

(ii) According to Louis A. Allen

Management is the planning, organizing, command, coordination and control of the technical, financial, security and accounting activities.

(iii) According to Joseph Messie

Management is the process by which a cooperative group directs action towards a common goal.

(iv) According to George R. Terry

Management is a distinct process consisting of planning, organizing, activating and controlling performed to determine and accomplish the objectives by the use of human beings and other resources.

16. Grapevine Communication.

Ans :

Grapevine communication is informal workplace dialogue in its purest form: it is characterized by conversations between employees and superiors that do not follow any prescribed structure or rule-based system.

Grapevine communication spreads rapidly and likely touches each person throughout the organization.

Choose the Correct Answers

1. A person knowledge and ability to make effective use is called _____ [a]
(a) Technical skill (b) Human skill
(c) Management (d) None
2. _____ Should be provided with best quality at a reasonable price [a]
(a) Consumer (b) Seller
(c) Manufacturer (d) None
3. New ideas are developed by management and implemented in the organization is called as [a]
(a) Innovation (b) Stability
(c) Degradetion (d) None
4. _____ Consists of making the result tally with targets are achieving [a]
(a) Controlling (b) Consulting
(c) Constructing (d) None
5. _____ Normally focuses on work and task's [a]
(a) Management (b) Managers
(c) Subordinates (d) None
6. Fielder contingency was proposed by [a]
(a) Fred fielder (b) Eltonmayo
(c) Taylor (d) None
7. _____ Changes involves unexpected or sudden changes in organizational strategy [a]
(a) Reductionary (b) Operational
(c) Fundamental (d) None
8. OD stands for [a]
(a) Organizational development (b) ODD development
(c) Both a & b (d) None
9. _____ is last stage of communication [a]
(a) Feedback (b) Response
(c) Development (d) None
10. _____ is the activity of influencing people to strive willingly for mutual objectives [a]
(a) Leadership (b) Attitude
(c) Acceptance (d) None

Fill in the blanks

1. _____ is the factor that helps individuals and groups.
2. _____ is the process of organized activities.
3. _____ is the process by which a cooperative group direct action towards common goal.
4. _____ refers to providing of good quality products at reasonable prices.
5. _____ is the opposite of random action.
6. _____ is the support functions and resources.
7. _____ is defined as mental and emotional involvement of a person in a group.
8. Behaviour model is also called as _____
9. _____ is applicable to the case of interdependence.
10. _____ consists of guiding and supervising the subordinates in activities.

ANSWERS

1. Leadership
2. Management
3. Management
4. Customer satisfaction
5. Planning
6. Organising
7. Participation
8. Managerial grid
9. Team building
10. Directing

FACULTY OF COMMERCE
M.Com. I - Semester (CBCS) Examination
January - 2020
ORGANISATION THEORY AND BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 80

Note : Answer all the questions from Part - A and any Five questions from Part - B. Each question carries 4 marks in Part A and 12 marks in Part - B.

PART - A (5 × 4 = 20 Marks)
(Short Answer Type)

ANSWERS

- | | |
|----------------------------------|-------------------|
| 1. Scope of OB | (Unit-I, SQA.11) |
| 2. Economic Model of Man | (Unit-I, SQA.14) |
| 3. Type A and Type B personality | (Unit-II, SQA.11) |
| 4. Potential Sources of Stress | (Unit-IV, SQA.11) |
| 5. Semantic Barrier | (Unit-V, SQA.11) |

PART - B (5 × 12 = 60 Marks)
(Short Answer Type)

Note: Answer all the questions by using internal choice in not exceeding 4 pages each.

- | | |
|---|----------------------------|
| 6. (a) State the features of classical theory. | (Unit-I, Q.No.5) |
| OR | |
| (b) What are the contributing disciplines to OB ? | (Unit-I, Q.No.34) |
| 7. (a) Explain the factors influencing formation of attitudes. | (Unit-II, Q.No.20) |
| OR | |
| (b) What are the reasons for formation of groups ? | (Unit-II, Q.No.25) |
| 8. (a) State the assumptions of Theory X and Theory Y. | (Unit-III, Q.No.8) |
| OR | |
| (b) What are the dimensions of organizational culture ? | (Unit-III, Q.No.23) |
| 9. (a) Discuss the process of conflict and managing conflict. | (Unit-IV, Q.No.20, 22) |
| OR | |
| (b) What is a stress ? What are the consequences of stress and how to overcome it ? | (Unit-IV, Q.No.25, 30, 31) |

10. (a) "The managerial grid considered concern for production and concern for people as the basis for developing styles of leadership". Explain **(Unit-V, Q.No.15)**

OR

- (b) Explain the management strategies to manage change. **(Unit-V, Q.No.39)**

FACULTY OF COMMERCE
M.Com. I - Semester (CBCS) Examination
January - 2018
ORGANISATION THEORY AND BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 80

Note: Answer all the questions from Part - A and Part - B. Each question carries 4 marks in Part - A and 12 marks in Part - B.

SECTION - A (5 × 4 = 20)

(Short Answer Type)

ANSWERS

- | | |
|--|--------------------|
| 1. Fundamental concepts of organisational behaviour. | (Unit-I, SQA.12) |
| 2. Group cohesiveness. | (Unit-II, SQA.10) |
| 3. Factors influences morale. | (Unit-III, SQA.11) |
| 4. Significance of communication in an organisation. | (Unit-V, SQA.13) |
| 5. Contemporary issues in change. | (Unit-V, SQA.12) |

SECTION - B (5 × 12 = 60)

(Essay Answer Type)

Note: Answer all the questions by using internal choice in not exceeding 4 pages each.

- | | |
|--|-------------------------|
| 6. (a) Describe the contingency approach to organisation theory. | (Unit-I, Q.No.25) |
| OR | |
| (b) Explain the contributing disciplines to the field of organisation behavior. | (Unit-I, Q.No.34) |
| 7. (a) Attitudes once form, they cannot be changed comment. | (Unit-II, Q.No.21) |
| OR | |
| (b) Explain the stages of group development. | (Unit-II, Q.No.24) |
| 8. (a) Critically examine McClelland theory of motivation in what way this theory is different from Maslow theory. | (Unit-III, Q.No.9) |
| OR | |
| (b) What is organisational culture? Discuss how organisational culture can be developed. | (Unit-III, Q.No.21, 25) |
| 9. (a) Explain the process of communication in an organisation. | (Unit-V, Q.No.23) |
| OR | |
| (b) How do you manage conflict in organisations. | (Unit-IV, Q.No.22) |

10. (a) Do you think that democratic style of leadership is the best leadership ?

Discuss.

(Unit-V, Q.No.12)

OR

- (b) Explain the external forces driving change in organization with suitable examples.

(Unit-V, Q.No.37)

FACULTY OF COMMERCE
M.Com. I - Semester (CBCS) Examination
June - 2016
ORGANISATION THEORY AND BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 80

Note : Answer all the questions in not more than one page each.**SECTION - A (5 × 4 = 20)****(Short Answer Type)****ANSWERS**

- | | |
|---|--------------------|
| 1. Systems approach | (Unit-I, SQA.13) |
| 2. Perception | (Unit-II, SQA.4) |
| 3. Grapevine Communication | (Unit-V, SQA.16) |
| 4. Types of needs as per Need's hierarchy | (Unit-III, SQA.12) |
| 5. Managerial Grid | (Unit-V, SQA.14) |

SECTION - B (5 × 12 = 60)**(Essay Answer Type)****Note :** Answer all the questions by using internal choice in not exceeding 4 pages each

- | | |
|---|-----------------------|
| 6. (a) Distinguish between classical and neo-classical theories of organization. | (Unit-I, Q.No.22) |
| OR | |
| (b) Define organizational behavior and also explain the fundamental concepts of OB. | (Unit-I, Q.No.27, 31) |
| 7. (a) Define Personality. Describe the determinants of personality. | (Unit-II, Q.No.2) |
| OR | |
| (b) Explain the characteristics of effective and high performance teams. | (Unit-II, Q.No.29) |
| 8. (a) Write a critical note on Vroom's expectancy theory of motivation. | (Unit-III, Q.No.14) |
| OR | |
| (b) Explain various dimensions of organizational culture that is witnessed in the modern organizations. | (Unit-III, Q.No.23) |
| 9. (a) Discuss the major factors that influence the organizational politics. | (Unit-IV, Q.No.9) |
| OR | |
| (b) Describe functional and dysfunctional sides of organizational conflicts. | (Unit-IV, Q.No.17,18) |

10. (a) Write a critical analysis on the Feilder model of leadership. **(Unit-V, Q.No.17)**

OR

(b) Explain the Process of Communication in an Organization. **(Unit-V, Q.No.23)**

FACULTY OF COMMERCE
M.Com. I - Semester (CBCS) Examination
December - 2015
ORGANISATION THEORY AND BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 80

Note : Answer all the questions in not more than one page each.

SECTION - A (5 × 4 = 20)

(Short Answer Type)

ANSWERS

- | | |
|---|----------------------|
| 1. Pillars of classical theory | (Unit-I, SQA.15) |
| 2. Personality. | (Unit-II, SQA.1) |
| 3. Define Motivation and explain types of motivation. | (Unit-III, SQA.1,12) |
| 4. Types of Power. | (Unit-IV, Q.No.2) |
| 5. Leadership and Management. | (Unit-V, SQA.1,15) |

SECTION - B (5 × 12 = 60)

(Essay Answer Type)

Note : Answer all the questions by using internal choice in not exceeding 4 pages each

- | | |
|---|------------------------|
| 6. (a) Explain the contribution of neoclassical theories in understanding the modern organizations. | (Unit-I, Q.No.14) |
| OR | |
| (b) "Organizational Behaviour is an interdisciplinary subject". Explain. | (Unit-I, Q.No.34) |
| 7. (a) Define perception and also explain the process involved in it. | (Unit-II, Q.No.13,14) |
| OR | |
| (b) What is Group cohesiveness? Discuss the factors influencing Group cohesiveness. | (Unit-II, Q.No.32) |
| 8. (a) Explain Herzberg's two factor theory and differentiate it from Maslow's need theory of motivation. | (Unit-III, Q.No.11) |
| OR | |
| (b) Define organizational culture. Discuss how culture can be created and sustained. | (Unit-III, Q.No.21,26) |
| 9. (a) Describe different types of conflicts that normally arise in modern organizations. Suggest suitable measures to resolve inter group conflicts. | (Unit-IV, Q.No.16) |

OR

- (b) List out various barriers to effective communication. What measures would you suggest to overcome them ? **(Unit-IV, Q.No.27,28)**

10. (a) What are different leadership styles ? Which style is best suited for effective management of Indian organizations. **(Unit-V, Q.No.12)**

OR

- (b) Enumerate different types of changes. **(Unit-V, Q.No.36)**

FACULTY OF COMMERCE
M.Com. I - Semester (CBCS) Examination
Model Paper - I
ORGANISATION THEORY AND BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 80

Note: Answer all the questions from Part - A and Part - B. Each question carries 4 marks in Part - A and 12 marks in Part - B.

SECTION - A (5 × 4 = 20)

(Short Answer Type)

ANSWERS

- | | |
|-------------------------------------|-------------------|
| 1. Systems Approach. | (Unit-I, SQA.13) |
| 2. What is personality ? | (Unit-II, SQA.1) |
| 3. Steps involved in motivation. | (Unit-III, SQA.2) |
| 4. Define Power. | (Unit-IV, SQA.1) |
| 5. Explain Informal Communication ? | (Unit-V, SQA.7) |

SECTION - B (5 × 12 = 60)

(Essay Answer Type)

Note: Answer all the questions by using internal choice in not exceeding 4 pages each.

- | | |
|--|---------------------|
| 6. (a) "Organizational Behaviour is an interdisciplinary subject" - Explain. | (Unit-I, Q.No.34) |
| OR | |
| (b) State the Features and Limitations of Classical Theory. | (Unit-I, Q.No.5) |
| 7. (a) What is personality ? Describe the determinants of personality ? | (Unit-II, Q.No.2) |
| OR | |
| (b) Discuss the factors Influencing Group Cohesiveness. | (Unit-II, Q.No.32) |
| 8. (a) Write a Critical note on Vroom's expectancy theory of motivation. | (Unit-III, Q.No.14) |
| OR | |
| (b) What are the factors that influencing morale ? | (Unit-III, Q.No.20) |
| 9. (a) "Managing Conflicts is a doubling task" Elucidate | (Unit-IV, Q.No.14) |
| OR | |
| (b) Explain the process (or) various stages of conflict organization ? | (Unit-IV, Q.No.20) |
| 10. (a) Briefly explain various types of Leadership Styles. | (Unit-V, Q.No.12) |
| OR | |
| (b) "The Managerial grid considered concern for production and concern for people as the basis for developing styles of leadership" - Explain. | (Unit-V, Q.No.15) |

FACULTY OF COMMERCE
M.Com. I - Semester (CBCS) Examination
Model Paper - II
ORGANISATION THEORY AND BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 80

Note: Answer all the questions from Part - A and Part - B. Each question carries 4 marks in Part - A and 12 marks in Part - B.

SECTION - A (5 × 4 = 20)

(Short Answer Type)

ANSWERS

- | | |
|--------------------------------------|-------------------|
| 1. What is organizational Behavior ? | (Unit-I, SQA.10) |
| 2. Define Attitude. | (Unit-II, SQA.5) |
| 3. Define Organizational Culture. | (Unit-III, SQA.8) |
| 4. Define Conflict. | (Unit-IV, SQA.3) |
| 5. Define change. | (Unit-V, SQA.9) |

SECTION - B (5 × 12 = 60)

(Essay Answer Type)

Note: Answer all the questions by using internal choice in not exceeding 4 pages each.

- | | |
|---|---------------------|
| 6. (a) Explain the Henry Fayol's principles of management. | (Unit-I, Q.No.12) |
| OR | |
| (b) What is an Organizational Behavior ? Explain its features. | (Unit-I, Q.No.27) |
| 7. (a) Define Group ? Write about Characteristics of Groups. | (Unit-II, Q.No.22) |
| OR | |
| (b) Define perception and Explain the Characteristics of Perception. | (Unit-II, Q.No.13) |
| 8. (a) Explain the Victor theory of motivation. | (Unit-III, Q.No.13) |
| OR | |
| (b) Discuss how Organizational Culture can be developed. | (Unit-III, Q.No.25) |
| 9. (a) Explain in detail about factors contributing to organizational politics. | (Unit-IV, Q.No.13) |
| OR | |
| (b) Explain the potential sources of stress. | (Unit-IV, Q.No.27) |
| 10. (a) What are the various Challenges of Change ? | (Unit-V, Q.No.38) |
| OR | |
| (b) Define Leadership. Explain the Characteristics of Leadership ? | (Unit-V, Q.No.1) |

FACULTY OF COMMERCE
M.Com. I - Semester (CBCS) Examination
Model Paper - III
ORGANISATION THEORY AND BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 80

Note: Answer all the questions from Part - A and Part - B. Each question carries 4 marks in Part - A and 12 marks in Part - B.

SECTION - A (5 × 4 = 20)

(Short Answer Type)

ANSWERS

- | | |
|---------------------------------------|-------------------|
| 1. Scope of organizational behaviour. | (Unit-I, SQA.11) |
| 2. Define Attitude Change ? | (Unit-II, SQA.7) |
| 3. Learning. | (Unit-III, SQA.6) |
| 4. What is stress ? | (Unit-IV, SQA.7) |
| 5. Nature of Change. | (Unit-V, SQA.10) |

SECTION - B (5 × 12 = 60)

(Essay Answer Type)

Note: Answer all the questions by using internal choice in not exceeding 4 pages each.

- | | |
|--|---------------------|
| 6. (a) Explain the scope of organizational behaviour. | (Unit-I, Q.No.30) |
| OR | |
| (b) Discuss contingency approach in detail by explaining its features, limitations and implications. | (Unit-I, Q.No.25) |
| 7. (a) Explain various Internal & External Factors of Perception. | (Unit-II, Q.No.16) |
| OR | |
| (b) "Attitudes once form, they cannot be changed" comment. | (Unit-II, Q.No.21) |
| 8. (a) Write about Mc Clelland theory of Motivation. | (Unit-III, Q.No.9) |
| OR | |
| (b) What are the Dimensions of Organization Culture. | (Unit-III, Q.No.23) |
| 9. (a) Explain various bases of power. | (Unit-IV, Q.No.2) |
| OR | |
| (b) Define Organization Politics. Who are the major players in organization politics ? | (Unit-IV, Q.No.7) |
| 10. (a) Explain the External Forces Driving Change in Organization with suitable Example. | (Unit-V, Q.No.37) |
| OR | |
| (b) Bring out various Contemporary Issues in Change. | (Unit-V, Q.No.40) |