



ORGANISATIONAL BEHAVIOUR

-HAND BOOK

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ORGANIZATION

Organization: organization is a system made up of inter-dependent sub-systems. They differ in terms of size, nature and purpose and are goal oriented.

Features of organization:

- 1) Is a Process
- 2) Structure of relationships
- 3) Management function
- 4) Inter-relationships
- 5) Definition of authority and responsibility.
- 6) Common purpose
- 7) two or more persons
- 8) Co-operation

IMPORTANCE OF ORGANIZATION:-

- 1) facilitates administration
- 2) aids innovation
- 3) Aids growth
- 4) best use of resources
- 5) encourages initiative
- 6) Improves efficiency
- 7) optimum use of technology
- 8) Improves creativity
- 9) Free communication
- 10) enables specialization

PRINCIPLES OF ORGANIZATION:

- 1) Determination of objective
- 2) clear lines of authority and responsibility
- 3) based on task
- 4) narrow span
- 5) flat organization structure
- 6) communication
- 7) unity of command
- 8) MBE
- 9) Specialization
- 10) efficiency

STEPS INVOLVED IN ORGANIZING:

- 1) determination of objectives
- 2) identification of activities
- 3) grouping of activities
- 4) assigning of activities

- 5) defining responsibility and accountability
- 6) delegation of work
- 7) providing resources
- 8) setting up communication network and
- 9) establishing control system

FACTORS INFLUENCING STRUCTURE:

- 1) vision and goals
- 2) strategy
- 3) technology
- 4) nature of activities
- 5) size
- 6) delegation and decentralization
- 7) leadership style
- 8) employee characteristics
- 9) environment
- 10) physical activities

IMPORTANCE OF ORGANIZATION STRUCTURE:

- 1) clarity of relationships
- 2) Enables communication
- 3) location of decision centers
- 4) balancing of ^{activities}
- 5) creativity
- 6) growth
- 7) ability to meet threats and opportunities
- 8) adaptability

FORMAL ORGANIZATION : Created by top management to bring together people in an organized group.

Types:

- 1) Line organization.
- 2) Line and staff
- 3) functional organization
- 4) matrix organization

Characteristics:

- 1) properly planned
- 2) Laid by top management
- 3) Based on division of labor
- 4) focuses on employees

Merits:

- 1) avoids overlapping of responsibilities
- 2) helps to determine objectives of departments
- 3) efficient use of resources
- 4) better communications

LINE ORGANIZATION: Hierarchy based arrangement of authority. No separate service departments.

MERITS:

- 1) Clear division of authority
- 2) simple
- 3) quick decisions
- 4) fixing accountability

DEMERITS:

- 1) burden on line managers
- 2) Difficult to adopt division of labor
- 3) Favoritism

LINE AND STAFF ORGANIZATION:

Line managers responsible of achieving results. Staff officials advices to line managers.

Merits:

- 1) division of labor
- 2) Improved efficiency
- 3) better decisions
- 4) Innovative Ideas

Demerits:

- 1) Clashes between line and staff
- 2) line managers rarely accept staff advice
- 3) expensive

LINE AND STAFF CONFLICTS:

Line manager's view:

- 1) Interference
- 2) authority issues
- 3) not practical
- 4) more paper work
- 5) lack of accountability

Staff managers view:

- 1) advice ignored
- 2) last resort
- 3) perception of threat
- 4) short sighted

IMPROVING LINE AND STAFF RELATIONSHIPS:

- 1) clarity about line and staff authority
- 2) line has authority for decision and staff provide advice
- 3) qualified and experienced staff
- 4) line managers give importance to staff advice.

FUNCTIONAL ORGANIZATION: Organization divided into functional areas and placed under functional expert.

MERITS:

- 1) LARGE SCALE PRODUCTION
- 2) Division of labors
- 3) improved efficiency

DEMERITS:

- 1) uncertainty
- 2) costly
- 3) conflicts

MATRIX ORGANIZATION: functional department are permanent, project teams created when need arises.

MERITS:

- 1) Co-ordination
- 2) improved skills
- 3) better communications

DEMERITS:

- 1) Conflicts
- 2) Co-ordination difficult
- 3) high cost

PROJECT ORGANIZATION: Each project is managed by a project team having project sponsor, project manager, project board, steering group, team members.

MERITS:

- 1) clear authority and responsibility
- 2) better communication
- 3) quick decision

DEMERITS:

- 1) Duplications of efforts
- 2) conflicts

INFORMAL ORGANIZATION: arises from the social interaction among the members, and creates belongingness.

MERITS:

- 1) social contact among members
- 2) better co-operation
- 3) development of personality
- 4) influences productivity

DEMERITS:

- 1) affects performance
- 2) might resist change
- 3) rumors

ORGANIZATION CHART: Shows flow of authority and communication.

MERITS:

- 1) clarity about organization
- 2) shows employees position
- 3) helps to understand authority

DEMERITS:

- 1) depicts only formal relationships
- 2) inflexibility and delays

ORGANIZATIONAL MANUAL:

Consists of standard practices and description of various jobs.

MERITS:

- 1) contains important decision of internal organization
- 2) contains rules and instructions
- 3) clear sources of authority
- 4) quick decisions

DEMERITS:

- 1) time consuming and expensive
- 2) rigidity
- 3) less scope of initiative

THEORIES OF ORGANIZATION:

1. Classical organization theory: Studied formal organization and focused on improving efficiency branches;

- i) Division of labor
- ii) Departmentation
- iii) Co-ordination
- iv) Scalar and functional process
- v) Structure
- vi) Span of control

2. Behavioural theory: Based on Hawthorne experiment and focused on human behaviour in organization.

3. Modern theory: Organization is an open system and interacts with environment.

4. Contingency theory: No one managerial action or organizational design is suitable for all situations.

Q&A:

1) Define the term organization.

- According to G. Dessler, an organization consists of people who carried out differentiated tasks which are coordinated to contribute to the organization's goal.

2) What is an organization?

- Organization refers to a group of people working together for achieving common goals. In an

organization individuals are made aware of their role and responsibilities. Resources are allocated, authorities, responsibilities, relationships, established and activities are coordinated to achieve group goals.

3) State the meaning of organizing.

- Organizing involves identification of activities to be performed, grouping of related activities, establishing roles and responsibilities, delegation of authority, coordination and control of activities. The purpose of organizing is to help efficient achievement of enterprise objectives.

4) Explain briefly the process of organization.

- The process of organization is:

- 1) determination of objectives
- 2) identification of activities
- 3) grouping of activities
- 4) assigning of activities
- 5) defining responsibility and accountability
- 6) delegation of work
- 7) provision of resources
- 8) setting up communication network, and
- 9) establishing control system.

5) What are the primary features of an organization?

- The primary features of an organization are:

- 1) It is a process
- 2) structure of relationships
- 3) function of management
- 4) clearly defined authority and responsibility
- 5) common purpose
- 6) Two or more persons
- 7) division of work
- 8) Co-operation
- 9) rules and regulation
- 10) communication

6) what are the principles of an organization?

- The principles of organization are:

- 1) Determination of objectives
- 2) clear lines of authority and responsibility
- 3) based on task
- 4) narrow span
- 5) flat organization structure
- 6) communication
- 7) unity of command
- 8) management by exception
- 9) specialization
- 10) efficiency

11) flexibility

12) unity of direction

7) State the meaning of the term "organizational structure".

- Organizational structure defines the manner in which tasks are divided, grouped and coordinated in an organization. It specifies the roles, responsibilities and reporting relationships of organization members. There are various types of organizational structures. An organization chooses its structure based on its size, nature, purpose and environment.

8) Mention the factors that influence organizational structure.

- The factors that influence organizational structure are:

- a) companies vision and goals
- b) strategy
- c) technology
- d) nature of activities
- e) size
- f) Delegation and decentralization
- g) leadership style
- h) Environment

9) What is formal organization?

- It is created by top management to bring together a group of people in an organized group. It is guided by rules, systems, policies and procedure. Members are assigned authority through a formal system of rules and regulations. The organizational structure, communication channels and authority - sub-ordinate are defined clearly.

10) What is informal organization?

- Informal organization arise spontaneously from the social interactions among members. They are formed to satisfy members need for affiliation and interaction. They enable pursuit of special interests like games, cultural activities, hobbies etc. They create belongingness resulting in higher motivation and performances.

11) What is line organization?

- It is the oldest form of an organization. It is also known as military or scalar organization. In a line organization, there is hierarchal arrangement of authority. Managers have direct authority and control over their sub-ordinates. Authority flows downwards from top to bottom. Authority is maximum at the top and reduces at each successive level down the hierarchy.

12) What is line and staff organization?

- Line and staff organization has both line manager and staff specialists. The line managers are responsible for achieving results. The staff officials have expert knowledge in their field. They provide advice and guidance to line managers. The line managers can accept or reject the suggestion of staff specialist.

13) What is a functional organization?

- The organization is divided into a number of functional areas. The functional areas are under the control of functional experts. The functional specialists are in-charge of respective departments. An employee, in a functional organization may receive orders and instructions from more than one functional head.

14) What is matrix organization?

- In a matrix organization, functional and project teams exist simultaneously. It is an organization containing dual lines of authority. Line authority flows vertically while project authority flows horizontally. Also known as, team based structure. Suitable for organization which manage multiple projects (IT Companies).

15) What is committee organization?

- Committee refers to a group of people who have been assigned some tasks for completion. They can be set up for discussion, decision and implementation of certain issues. Committees pool together the knowledge and experience of its members. They are also known as task force, commission, board, etc.

16) Write a note on organization chart.

- Organization chart is a diagrammatic representation of the formal authority relationships in an organization. It shows the structure of the organization which its levels and positions. Clearly indicates the authority & responsibility relationships. It indicates who reports to whom and who receives instructions from whom.

17) What is organization manual?

- An organization manual is a guide to the company organizations. It consists of records of top management decisions, standard practices and procedures and the description of various jobs. It informs the objectives and policies of an organization, rules and procedures and job description of important positions.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:

Elements of OB :

- 1) People
- 2) Structure
- 3) Technology
- 4) environment

Foundations and assumptions of OB:

- 1) Individual differences, 2) Whole person concept, 3) Perception, 4) organization as social system, 5) Human dignity, 6) Mutual interest, 7) synergy, 8) Empowerment, 9) Motivation

Nature Of Organizational behaviour :

- 1) Rational thinking, 2) Action oriented, 3) Interdisciplinary, 4) Science and art
- 5) Humanistic in nature, 6) Normative science, 7) Goal oriented, 8) pervasive, 9) systems approach

Scope Of Individual Behaviour:

- 1) Individual behaviour, 2) Group behaviour, 3) Organizational behaviour,
- 3) organizational level, 4) Vision and mission

Characteristics of OB:

- 1) Interdisciplinary approach, 2) Focus on human behaviour, 3) Systems approach, 4) Integration of objectives, 5) Equal importance, 6) Art and science, 7) Contingency orientation.

Importance Of OB:

- 1) Emphasis on human dignity, 2) Strengthens perceptual skills, 3) Helps to understand human behaviour, 4) Improving communication, 5) Adapting to changes, 6) maximizing employee potential, 7) Achieving organizational objectives, 8) Creating healthy relations, 9) Improving organizational climate, 10) Avoiding and resolving conflicts.

Disciplines Contributing To OB:

- 1) Psychology, 2) Anthropology, 3) sociology, 4) political science,
- 5) Social psychology, 6) industrial psychology, 7) Economics, 8) Medicine.

THEORETICAL FRAMEWORK OF OB:

- 1) Behavioural approach, 2) Cognitive approach, 3) Human resources approach,
- 4) Systems approach, 5) Socio-technical system approach,
- 6) Democratic approach, 7) Contingency approach.

OB Models:

- 1) Autocratic model, 2) Custodial model,
- 3) supportive model, 4) collegial model.

ORGANIZATIONAL BEHAVIOUR PROCESS:

- 1) Analysis of behaviour- a) Individual behaviour, b) Group level, c) organizational level.
- 2) Understanding behaviour
- 3) Prediction of behaviour
- 4) Control of behaviour
- 5) Organizational effectiveness
- 6) Feedback

Q&A

1) What is organizational behaviour?

- Organizational behaviour is a study of an organizations and individuals working in organizations. It is a study of the attitudes, behaviour and performance of people employed in organizations. It helps to understand human behaviour in organizations, its causes and ways to manage behaviour more effectively. OB is a behavioural science which uses concepts from various behavioural sciences.

2) Define the term organizational behaviour.

- According to Fred luthans, "Organizational behaviour is directly concerned with the behaviour prediction and control of human behaviour in organizations."

3) What are the disciplines or subjects that contribute to organizational behaviour?

- The disciplines that contribute to organizational behaviour are:

- 1) Psychology
- 2) anthropology

- 3) Sociology
- 4) Political science
- 5) Social psychology
- 6) industrial psychology
- 7) Economics, and
- 8) Medicine.

4) What is the need for organizational behaviour?

- Organizational behaviour is a study of the attitudes, behaviour and performance of people in organizations. It helps them understand human behaviour in organizations and ways to manage behaviour more effectively. By understanding behaviour, organizations can foresee how people will behave. They can influence behaviour to achieve objectives and improve organizational effectiveness.

5) Enlighten the significance or importance of organizational behaviour.

- Organizational behaviour is important because of the following reasons:

- 1) Emphasis on human dignity
- 2) Strengthens perceptual skills
- 3) Helps to understand human behaviour
- 4) Improves communication
- 5) Helps in adapting to changes
- 6) Enables maximizing employee potential
- 7) Helps to achieve organizational objectives
- 8) Creates healthy relations
- 9) Improves organizational climate, and
- 10) Helps to avoid and resolve conflicts.

6) List out the OB models.

- The OB models are: 1) autocratic model, 2) Custodial model, 3) supportive model, 4) collegial model.

7) What are the key elements of organizational behaviour?

- The key elements of organizational behaviour are:

- a) **People:** People have thoughts and feelings. They interact with each other, influence others and get influenced by others.
 - b) **Structure:** It specifies the relationship between people doing different jobs.
 - c) **Technology:** It creates problems as well as provides opportunities for individual growth.
 - d) **Environment:** Attitudes, perception and behaviour of people are influenced by the environment.
- #### 8) Explain the relationship between organizational behaviour and human relations.
- Human relations approach stated that-
- a) Employees not only have economic needs but also psychological and social needs.
 - b) Psychological and social needs exert a major influence on job performance.
 - c) Participative style of management fulfills the psychological needs of employees.
 - d) Informal organizations are important and exert an important influence on employees.
 - e) Managers should stress employee welfare, motivation and communication.
- #### 9) Mention the Scope of organizational behaviour

- Organizational behaviour is a study of human behaviour in an organizational context. The scope of organizational behaviour covers the following:

- a) Individual behaviour
- b) Group behaviour
- c) Organizational structure
- d) Vision and mission.

10) Analyse the role of organizational behaviour in management.

- Organizational behaviour studies individual and group behaviour in organizations while management aims to achieve organizational objectives. Objectives can be achieved only through human resources and therefore managers need to have good understanding of OB. Therefore, we can understand that OB is an integral part of management.

11) State the basic assumptions of organizational behaviour.

- The basic assumptions of OB are: a) Individual differences, b) Whole person concept, c) differences in perception, d) Organization as social system, e) human dignity, f) Mutual interest, g) Empowerment.

INDIVIDUAL BEHAVIOUR

FACTORS INFLUENCING BEHAVIOUR:

1) Personal factors:

- a. Age
- b. Gender
- c. education
- d. experience
- e. Marital status
- f. Numbers of dependents
- g. Intelligence

2) Environmental factors

- a. Economic factors
- b. Political factors
- c. cultural factors
- d. Technological changes

3) Psychological

- a. Values
- b. Attitudes
- c. Perception
- d. Personality
- e. Learning

4) Organizational factors:

- a. Organizational structures
- b. Leadership

- c. reward system
- d. facilities provided
- e. Job security
- f. Work environment

Behavioural models:

1. Rational economic man model
2. Social man model
3. Organization man model
4. Self actualizing man model

Q&A

- 1) State the major factors influencing Individual behaviour.
 - The major factors influencing Individual behaviour are:
 - a. Personal factors
 - b. Psychological factors
 - c. Organisational factors and
 - d. Environmental factors
- 2) List the personal factors that influence individual behaviour.
 - The personal factors that influence individual behaviour are:
 - a. Age
 - b. gender
 - c. education
 - d. Marital status
 - e. experience
 - f. Number of dependents and
 - g. intelligence.
- 3) Mention the psychological factors that influence individual behaviour.
 - The psychological factors that influence individual behaviour are:
 - a. Values
 - b. Attitudes
 - c. Perception
 - d. Personality and
 - e. Learning
- 4) What are the organisational factors that influence individual behaviour.
 - The organisational factors that influence individual behaviour are:
 - a. Organisational structures
 - b. leadership
 - c. reward system
 - d. Facilities provided
 - e. job securities
 - f. work environment and
 - g. Pay and benefits.

5) What are the various behavioural models?

-The various behavioural models of man are:

- | | |
|----------------------------------|-------------------------------|
| a. rational economic man models. | c. Organizational man model. |
| b. Social man model | d. Self actualising man model |

ATTITUDE

Attitudes are individual responses towards objects, people, themselves or social issues. An attitude is an organized set of feelings and beliefs which will influence an individual's behaviour.

FEATURES OR CHARACTERISTICS OF ATTITUDE:

- 1) Attitude is a psychological basis for behaviour
- 2) It is the predisposition to behave and act in a particular way
- 3) It is a composite mental state of being
- 4) Its elements include thoughts, beliefs, feelings and emotions
- 5) Attitudes relate to a person's feelings about certain issues, objects, events, etc.
- 6) Some attitudes can become integral part of the personality of a person.

COMPONENTS OF ATTITUDES:

- 1) **Cognitive:** Opinion or belief segment of an attitude. This represents a person's thoughts, beliefs and ideas about something.
- 2) **Affective:** Emotion or feeling segment of an attitude.
- 3) **Conative or behavioural:** Refers to the intention to behave in a certain way toward someone or something.

TYPES OF ATTITUDES:

- 1) **Positive attitude:** Individuals with positive attitude focus their attention on the good aspects in people, situations or events. Positive attitude includes:
 - a) humility, b) confidence, c) optimism, d) Cheerfulness.
- 2) **Negative attitude:** People with a negative attitude focus their attention on the bad in people, situations and events. Negative attitude includes:
 - a) Arrogance, b) anger, c) Doubt, d) jealousy, e) hatred.
- 3) **Neutral attitude:** Individuals with a neutral attitude do not give much importance to situations or events. They are: a) Indifference, b) complacency, c) Detachment, d) Un-emotional

ATTITUDES RELATED TO JOB:

- 1) Job satisfaction
- 2) Job involvement
- 3) organizational commitment
- 4) perceived organizational support
- 5) employee engagement

DETERMINATION OF ATTITUDES OR FACTORS INFLUENCING ATTITUDE FORMATION:

- 1) **Learning:** Learning from multiple sources is an important contributor to the formation of attitudes.
- 2) **Experience:** A person's experience with an organization, colleagues and systems influences his attitude towards work and work environment.
- 3) **Personality:** Difference in personalities is the basic for determining the types of attitudes.

MEASUREMENT OF ATTITUDES:

- 1) **Direct Methods:**
 - a) **Thurstone's Scale:** It's idea is for any attitude relating to object or event there is a continuum ranging from most favorable to the most un-favorable.
 - b) **Likert's Scale:** Consists of 5 Points ranging from strongly agreed to strongly dis-agreed. A list of statement which relate to the attitude that has to be measured are prepared.
 - c) **Guttman's scale:** To identify an employee's attitude towards work, a list of statement on successive higher degree of dissatisfaction is given.
 - d) **Attitude survey:** To access employee feelings related to their job, pay, working conditions, relationships in the work, place and company policies.

PROJECTIVE TECHNIQUES: Respondent's real feelings and attitudes are inferred from what the respondent says about external objects and images.

a) Thematic appreciation test (TAT):

This test helps to access a person's view of the world and his attitude towards himself and others.

b) Rorschach ink blot method:

Ten ink blots printed individually on ten cards. The respondent is shown one card at a time and asked to say the first thing that comes to his mind.

c) Sentence completion tests:

The completed sentence reflects the motivation, attitudes, conflicts and fears of the respondent.

d) **Association tests:** Measured attitudes to certain stimuli and reveal the unconscious needs, motives and conflicts of a person.

e) **Expression technique:** An important expression technique is the house tree person, test developed by John M. Buck.

FUNCTIONS OF ATTITUDES:

- 1) Attitude determine meaning
- 2) Attitudes balances contradictions
- 3) Attitude help employees to adjust to the work environment
- 4) Attitudes serve as value expressive function

- 5) Attitudes help employees defend their ego
- 6) Attitudes predict work behaviour.
- 7) To attain desired goals
- 8) Attitudes help to gain social acceptance.

Q&A

1) Define attitude?

- According to Fred Luthans, "it is a persistent tendency to feel and behave in a particular way towards some object".

2) what is meant by attitude?

- Attitudes are an individual's response towards object, people or social issues. It is a person's view of the world and is a tendency to act in a particular way towards a person, event, idea or object. An attitude is an organized set of feelings and beliefs which will influence an individual's behaviour. Successes and failures in life depend upon the attitude of individuals.

3) Mention the components of attitudes.

- The components of attitudes are:

- a) Cognitive, b) Affective and c) Conative or behavioural

4) State the factors that contribute to the formation of attitudes.

- The factors that contribute to the formation of attitudes are:

- a) **Learning:** Society teaches people many aspects. This learning from multiple sources is an important contributor to the formation of attitudes.
- b) **Experience:** Experiences play an important role in shaping the attitudes of persons.
- c) **Personality:** Difference in personalities is the basis of determining the types of attitudes.

5) What are the types of attitudes?

- The types of attitudes are:

- a) Positive attitude, b) Negative attitude, c) Neutral attitude.

The Job related attitudes are:

- a) Job satisfaction, b) Job involvement, c) Organizational commitment,
- d) Perceived organizational support and e) Employee engagement.

6) Write a short note on measurement of attitudes.

- Since attitudes originate and lie in the mind, measurement of attitudes is not completely objective. There are subjective elements also which influence its measurement. Attitudes can be measured through:

- a) Direct Methods and b) Projective techniques.

The direct methods are:

- a) Thurstone's scale,
- b) Likert's scale, and
- c) Guttman's scale

The projective techniques are:

- a) Thematic apperception Test (TAT)
- b) Rorschach ink blot method

c) Sentence completion test

d) Association Test

e) Expression techniques

7) Do attitudes affect an individual?

-Attitudes are an individual's responses towards objects, people, themselves or social issues. They influence the behaviour of the individuals and reflect how one person feels about something. Successes and failures in life depend upon the attitude determines their enthusiasm or disinterest towards the objectives of the organization.

8) Distinguish between perception and attitude.

- Perception is how a person sees things with attitude is reflected in their behaviour. perception comes first and the attitude or behaviour based on the perception comes next. Perception is less stable and subject to change as compared to attitude which is more stable in nature.

Perception may lack the cognitive or affective component while they are integral part of attitudes. A stimulus has immediate impact on perception when compared to attitudes.

9) State few functions of attitudes?

-The few functions of attitudes are:

a) attitude determines meaning

b) Attitudes balance contradictions

c) attitude help employees to adjust to the work environment

d) Attitudes serve as value expressive function

e) Attitudes help employees defend their ego

f) Attitudes predict work behaviour

g) They help to attain desired goals

PERSONALITY:

Personality is a relatively stable set of characteristics that influence an individual's behaviour. Understanding the personality of persons helps in their suitable placement in jobs.

CHARACTERISTICS OF PERSONALITY:

1) Qualities that define a person

2) Determines a person's pattern of behaviour, thought and feelings

3) Comprises of feelings, emotions, thoughts and behaviour.

4) Made up of several traits

5) Personality of a person is unique

6) The same person may exhibit different types of personality in different situations

DETERMINANTS OF PERSONALITY:

1) **Heredity:** A part of an individual's personality is inherited from his parents.

2) **Environment:** The environmental factors that determine personality are:

a) **Culture:** It is the sum total of the values, ideas, beliefs, ideals and perceptions of a person.

b) **Family:** Parents and family members serve as role models to their children.

c) **Experience:** A person's ego, self esteem and perceptions are influenced by his experiences.

d) **Socialization:** Starts when a child begins to interact with its mother.

e) **Situational factors:** Different situations bring forth different aspects of a person's personality.

THEORIES OF PERSONALITY-TRAIT THEORY-

- Personality is made up of a range of traits inherited from parents. therefore, behaviour is innate and genetically programmed.

TRAIT THEORIES:

1) **Personality type theory:** Eysenck and cattell have developed the theory. Eysenck stated that there are four personality types.

They are:

a) Extrovert and stable, b) Extrovert and neurotic, c) Introvert and stable,

d) Introvert and neurotic.

Cattells examined 16 personality factors and developed 16PF questionnaire. The personality factors are as follows:

a) Warmth, b) Reasoning, c) Emotional stability, d) Dominance,

e) Liveliness, f) Rule consciousness, h) Social boldness, g) Sensitivity,

h) Vigilance, g) abstractedness, h) Apprehension, g) Tension.

2) **Narrow band theory:**

This theory was developed by Girdano. There are two distinct personality types. They are type A and type B.

Type A characteristics: Competitive, works fast, strong desire to succeed, likes control, prone to stress.

Type B Characteristics: Non-Competitive, works slowly, does not enjoy control.

PYSCHO ANALYTICAL THEORY OR INTRAPUSCHIC THEORY OF PERSONALITY:

- Human behaviour is the result of conflicting psycho-analytic concepts such as:

1) **The ID:** Seeks pleasure avoids pain and wants to immediately satisfying its wishes.

2) **The Ego:** Considers the suitability of the situation, time and place for satisfying the wishes of the ID.

3) **The superego:** Moral component of the personality and is a moral guide that limits the flexibility of ego.

JOHN HOLLAND'S PERSONALITY JOB FIT THEORY:

By understanding the personality of a person his suitability to the organization can be found. if there is proper matching of personality with the job, job satisfaction would be high.

SELF THEORY OF PERSONALITY: The theory gave importance to the individual as an:

a) Initiating, b) Creating, and c) Important determinant of behaviour within the environment.

SOCIAL LEARNING THEORY:

A Person learns behaviour by observing and imitating the behaviour of others and

understanding the effect of those behaviours.

HUMANISTIC THEORY: People are interested in their development and takes steps towards that. They can steer their life in the path of progress and growth.

PHYSIQUE TEMPERAMENT THEORY: Sheldon identified three types of physiques or body structure of individuals. They are:

- a) **Endomorphy:** Tendency of a body to be fat or plump. Such people, eat, prefer to relax, have a easy going lifestyle.
- b) **Mesomorphy:** Tendency of a body to be muscular. They are physically active, confident and prefer taking risks.
- c) **Ectomorphy:** Such body structures are thin in nature. Ectomorphs avoid moving with others, prefer privacy and are apprehensive.

FREUDIAN APPROACH TO PERSONALITY DEVELOPMENT:

Sigmund Freud identified the following stages of personality development:

- a) **Oral Stage:** The child satisfies its urge by the tongue, lips and mouth through sucking, biting and thumb sucking.
- b) **The anal stage:** Libidinal energy shifts from the mouth to the anal area
- c) **The phallic stage:** Children at this stage, get pleasure by handling their genital parts.
- d) **The Latency stage:** The child's satisfies social needs by playing with friends.
- e) **Genital stage:** A person's interest in the opposite gender increases.

BIG FIVE PERSONALITY TRAITS:

- 1) **Extroversion:** Extent to which a person is outgoing, talkative, sociable and enjoys being in social situations.
- 2) **Agreeableness:** Person's ability to move along with others, punctual, systematic, organized, achievement oriented and responsible.
- 3) **Conscientiousness:** A conscientiousness person is dependable, reliable, punctual, systematic, organized, achievement oriented and responsible.
- 4) **Emotional stability:** People with good emotional ability are secure, calm and self confident.
- 5) **Openness to experience:** People are intellectual, curious, creative, open to new ideas.

ORGANIZATIONALLY RELEVANT PERSONALITY TRAITS (OR) PERSONALITY TRAITS INFLUENCING BEHAVIOUR:

- 1) **TYPE A AND TYPE B Personality:** Type A Personalities are driven by achievement motivation, competitive, aggressive and hostile by nature and want to achieve more in less time. Type B personalities never feel a sense of time urgency and impatience, do not discuss their achievements unless it is required.
- 2) **LOCUS OF CONTROL:** Refers to the extent of which individuals believe that they have control

over events that affect them. Internal locus of control is the belief of an individual that his behaviour determines the events of his life.

External Locus of Control: People with external locus of control feel that they do not have much control over their life.

- 3) **SELF MONITORING:** It is the capacity of a person to adjust his behaviour according to the government.
- 4) **SELF ESTEEM:** Self esteem is an individual's general feelings of self worth.
- 5) **SELF EFFICACY:** Self efficacy is an individual's belief that he has the capacity to perform the task assigned to him.
- 6) **MACHIAVELLIANISM:** It is using manipulation to gain and use power.
- 7) **NEED ORIENTATION:** They are: a) Need for power, b) Need for affiliation, and c) Need for Achievement.

8) **EXTROVERSION:** Extent to which a person is outgoing, talkative, sociable, and enjoys being in social situations.

9) **INTROVERSION:** They tend to work individually and are not comfortable in social situations.

Q&A

1) **Define personality.**

- In the words of Hollander, "Personality is the sum total of an individual's characteristics which make a human unique".

3) **Define the term personality. What are its determinants?**

- In the words of Hollander, "Personality is the sum total of an individual's characteristics which make a human unique". The determinants of personality are:

1. Heredity 2. Environment- The environmental factors that determine personality are: a) Culture, b) Family, c) Experience, d) Socialization and e) Situational factors.

3) **What is meant by personality?**

- Personality is a relatively stable set of characteristics that influence an individual's behaviour. It is a way in which an individual reacts and interacts with others. Personality includes external appearance and behaviour, inner awareness of self and measurable personality traits that a person exhibits. Personality is a result of heredity, environment and the situation.

4) **What are the three elements or forces according to the psycho-analytical theory?**

- The three elements or forces according to the psychoanalytical theory are:

a) ID, b) Ego, c) Super ego.

5) **What are the three types of physiques or body structures of individuals according to physique temperament theory?**

- The three types of body structures are:

a) Endomorphy, b) Mesomorphy, c) Ectomorphy.

6) What are the big five personality traits?

- The big five personality traits are: a) Extroversion, b) Agreeableness, c) Conscientiousness, d) Emotional stability, and e) Openness to experience.

7) What is type A personality?

- Type A personalities are driven by achievement motivation. They are competitive, aggressive and hostile by nature. They want to achieve more and more in less time and are quite insecure about their social status.

Type A personality traits people:

- a) Complete their activities very quickly
- b) Think or do two or more things at the same time, and
- c) cannot cope with leisure.

8) Distinguish between Type A and Type B personality.

- Type A personalities are driven by achievement motivation. They are competitive, aggressive and hostile by nature. They want to achieve more and more in less time and are frustrated when things slow down.

- Type B personalities are not driven by the desire to keep accumulating things. They are easy going in nature, do not feel a sense of urgency, do not discuss their achievements unless it is required and can relax without feeling any guilt.

9) What are the approaches relating to the study of stages of personality development?

- The approaches relating to the study of stages of personality development are: a) Adult life stage approach and b) Immaturity to maturity approach and 3) Freudian approach.

10) What is meant by locus of control?

- Locus of control refers to the extent to which individuals believe that they have control over events that affect them. Locus control can be: 1) Internal or 2) External. People with internal focus of control believe that they can control their own destiny and feel accountable of their actions. Those with external locus of control feel that they do not have much control over their life. Such people rely on chance, luck or fate.

11) State the meaning of self monitoring.

- It is the capacity of a person to adjust his behaviour according to the environment. People with high self monitoring pay close attention to the situation and behaviour of others and act accordingly. Since they modify their behaviour according to the situation, they are successful in their careers. People with low monitoring find it difficult to handle people and situations.

12) Write a short note on self esteem

- Self esteem is an individual's general feeling of self worth. Those with high self esteem have positive feeling about themselves. They know that though they have some weaknesses, their strengths are more important. success increases self esteem while failure reduces it. Managers should enable employees to raise their self esteem by giving them guidance.

LEARNING

Learning is acquiring knowledge through study and experience that results in long term change in behaviour.

ESSENTIAL ELEMENTS OF LEARNING PROCESS-

- a) It involves a change in behaviour
- b) The change in behaviour caused by learning should be long term.
- c) Temporary changes in behaviour do not represent learning.
- d) Experience is essential for learning to occur.
- e) If learning is followed by reinforcement the change in behaviour would be sustained.

FEATURES OR CHARACTERISTICS OF LEARNING-

- a) Psychological process.
- b) Result of past experiences.
- c) Conscious and systematic process.
- d) Causes change in behaviour.
- e) Permanent change
- f) Importance of reinforcement.
- g) Can be inferred from behaviour.
- h) change caused by other factors is not learning
- i) Learning influences performance
- j) Can be good or bad
- k) Learning can happen spontaneously

THREE LEARNING PRINCIPLES:

- 1) **Principle Of Acquisition:** People adopt different methods of acquiring new knowledge and skills according to the situation.
- 2) **Principle of extinction:** Conditioned or learned responses weaken if it is not reinforced and finally lead to extinction. Only reinforced learning continues for a long time.
- 3) **Principle of spontaneous recovery:** Conditioned response does not disappear during extinction, but remains suppressed.

PRINCIPLES OF LEARNING-

- a) Every person is capable of learning.
- b) There are different levels of learning.
- c) Learning is a continuous and cumulative process.
- d) An individual must be motivated to learn.
- e) Learning is an active process.
- f) Learners can acquire knowledge quickly through proper guidance.
- g) Learners should be provided adequate time to practice what they have learnt.
- h) There should be different methods of learning.

- h) Learning is influenced by concentration and attention.
 i) A person has learnt when he makes the correct response to the learning process.

MERITS OR ADVANTAGES OF LEARNING:

- a) Learning improves the thinking and understanding capacity of a person.
 b) Learning changes attitude and behaviour.
 c) Learning enables a person to update his knowledge.
 d) Learning improves the capability of a person to adapt to change.
 e) Learning equips people with new skills.
 f) Learning improves the motivation and satisfaction of the learner.

THEORIES OF LEARNING:

- a) Classical conditioning theory.
 b) Operant conditioning theory.
 c) Social learning theory.

LEARNING PROCESS:

Learning is a process of acquiring knowledge and experience. And it shapes human behaviour.

Steps involved in learning process:

- a) Stimuli, b) attention, c) recognition, d) translation, e) Reinforcement.
 f) Behaviour, h) Reward, g) Habits, h) Efforts, g) Motives.

Q&A

1) What is learning?

- Learning is acquiring knowledge through study and experience that results in long term change in behaviour caused by the experience or practice. Learning happens through systematic efforts and its covers every aspect of human life. It has an important influence on human behaviour in an organizations.

2) Define learning.

- According to Stephen P. Robbins, "learning is any relatively permanent change in behaviour that occurs as a result of experience".

3) List the principles of learning.

- The principles of learning are:

- a) every person is capable of learning.
 b) There are different levels of learning
 c) Learning is a continuous process.
 d) An individual must be motivated to learn.
 e) Learning is an active process.
 f) Learners can acquire knowledge quickly through proper guidance, and
 h) Learners should be provided adequate time to practice things learnt.

4) What are the essential elements of the learning process?

- The essential elements of the learning process are:

- a) It involves a change in behaviour.
 b) The change in behaviour cause by learning should be long term.

- c) Temporary changes in behaviour do not represent learning.
 d) Experience is essential for learning to occur
 e) If learning is followed by reinforcement the change in behaviour would be sustained.

5) State the characteristics or features of learning.

- The characteristics of learning are:

- a) It is a psychological process, b) It is a result of past experiences,
 c) It is a result of past experiences, d) creates change in behaviour,
 e) causes permanent change in behaviour, f) Requires reinforcement,
 g) Can be inferred from behaviour, h) learning influences performance.

6) List the theories of learning.

- The theories of learning are:

- a) Theory of classical conditioning
 b) Theory of operant conditioning
 c) Theory of social learning.

7) State the meaning of operant conditioning.

- It is a type of conditioning in which a certain type of behaviour results in a reward or helps to avoid punishment. If consequences of a particular behaviour are pleasant, the behaviour will be repeated. In case of unpleasant consequences, the behaviour will not be repeated and becomes extinct.

8) List the steps involved in the process of learning.

- The steps involved in the learning process are:

- a) stimuli, b) Attention, c) Recognition, d) Translation, e) Reinforcement,
 f) Behaviour, g) Reward, h) Habits, g) Motives, h) Efforts.

GROUPS AND GROUP BEHAVIOUR:

A group consists of two or more persons, who have joined together to achieve a common purpose. Members of the group have common goals and interests.

NATURE, CHARACTERISTICS OR FEATURES OF GROUPS:

- a) Two or more persons, b) Common goal, c) alignment of goals,
 d) Interdependency, e) norms, f) Interaction among members,
 h) regularity, g) culture and h) Leadership.

NEED, PURPOSE OR REASONS FOR EXISTENCE OF GROUPS:

- a) Security
 b) affiliation
 c) goal achievement
 d) efficiency improvement

- e) formation of attitudes
- g) status
- h) power
- i) development of personality
- j) esteem needs

Types of groups:

- a) Formal group, b) Informal group, c) task group, d) Interest group, e) Friendship group, f) apathetic group, h) erratic group,
- g) strategic group, h) conservative group, g) Primary and secondary group.

REASONS FOR FORMATION OF INFORMAL GROUPS:

- a) companionship, b) identification, c) Information source, d) Job satisfaction, e) Friendship group, h) Apathetic group, g) erratic group,
- h) Strategic group, g) conservative group, h) primary and secondary group.

IMPORTANCE OF INFORMAL GROUPS-

- a) Sharing knowledge, b) develop, c) improved Co-ordination, d) quick decision,
- e) Healthy relations, f) solving problems, g) restricts arbitrary actions, h) Discipline, i) Fill gaps in communication, j) Improve managerial ability.

PROBLEMS CREATED BY INFORMAL GROUPS:

- a) creates conflict, b) resistance to change, c) hinders development,
- d) rumours, e) Role conflict, g) Pressure for conformity, h) negative impact on performance.

GROUP DEVELOPMENT:

- a) Forming, b) Storming, c) Norming, d) Performing, e) Adjourning.

GROUP COHESIVENESS:

Group cohesiveness refers to the extent to which members are attracted to the group, motivated to remain in the group and mutually influence one another

Factors influencing group cohesiveness:

- a) Nature of the group
- b) Size of the group
- c) communication
- d) leadership style
- e) group status
- h) autonomy
- g) location of the group
- h) Outside pressure
- g) Actions of management.

GROUP DYNAMICS: Group dynamics represents forces present and operating in the group which influence the behaviour of members.

STRUCTURAL DYNAMICS OF GROUPS:

- 1) Leadership,
- 2) Roles of Individuals: i) Task oriented role, ii) Relationship oriented role, iii) Self oriented.

Various concepts are: a) Role identity, b) Role perception, c) Role expectation, d) Role conflicts.

- 3) Group norms: a) Performance norms, b) Appearance norms, c) Norms relations to social interactions, d) Norms relating to allocation of resources, e) behavioural norms.
- 4) Group status
- 5) Group size
- 6) Group composition.

CHARACTERISTICS OF GROUP DYNAMICS- 1) Group organization, 2) Group goals, 3) Motivation, 4) Interaction, 5) Interdependency, 6) Perception, 7) entity

GROUP DECISION MAKING- Group members analyse problems, evaluate alternative courses of action and make a choice among alternatives.

Advantages of Group Decision making-

- a) Quality Information and Inputs, b) Better alternatives, c) Balanced decisions, d) Superior solutions, e) better commitment, f) Reliable decisions, h) Training for executives, g) Democratic process, h) Better co-operation.

Disadvantages of group decision making:

- a) Time consuming, b) difficulty in agreement, c) Personality conflicts,
- d) Social pressure to conform, e) Limited focus, and f) ineffective decisions.

GROUP DECISION MAKING PROCESS:

- a) Defining the problem, b) Analysis of problem, c) collection of data, d) developing alternatives,
- e) Review of key factors, f) selection of the best alternative, g) Implementing the decision, and h) Feedback.

GROUP DECISION MAKING METHODS:

- a) Brainstorming
- b) Nominal group technique
- c) Delphi Technique

IMPROVING EFFECTIVENESS OF GROUP DECISION MAKING-

- a) Identifying the root cause
- b) Setting decision goals
- c) Time Frame

- d) Optimal group size
- e) Avoidance of group think
- f) Accuracy of information
- g) Timely information
- h) Develop multiple alternatives
- i) flexibility
- j) Participatory process
- k) Effective implementation
- l) Proper follow up.

Q&A

1) Define Group.

- According to Stephen P. Robbins, "A group is defined as two or more individuals interacting and interdependent, who come together to achieve particular objectives".

2) What is a group?

- A group consists of two or more persons, who have joined together to achieve a common purpose. Members of the group have common goals and interests. Group members are aware of one another and interact with each other. Group members influence other members are influenced by other members.

3) Mention the characteristics of features of groups.

- The characteristics or features of groups are:

- a) Two or more persons
- b) Common goal
- c) Alignment of goals
- d) Interdependency
- e) Norms
- f) Interaction among members
- g) Regularity
- h) Culture
- i) Leadership.

4) Enumerate the different types of groups.

- The different types of groups are:

- a) Formal group, b) Informal group, c) Task group, d) Interest group,
- e) Friendship group, f) Apathetic group, g) Erratic group, h) Strategic group,
- i) Primary and secondary group, j) Reference group and k) Ingroup.

5) Write a short note on formal groups.

- Formal groups form part of the organization structure. They are created by the management to perform the duties assigned to them. The groups have well defined authority-responsibility relationships and communication channels. Rules and regulations are laid down to regulate the behaviour of group members.

6) What are informal groups?

- These groups are naturally formed in the work environment. They arise spontaneously

because of the social interaction between members. members become part of the group to satisfy their needs for social contact. Informal groups are more flexible than formal groups.

7) Explain the merits of informal group.

- The merits of informal groups are:

- a) Sharing knowledge
- b) develops talent
- c) Improved co-ordination
- d) quick decisions
- e) Healthy relations
- f) solves problems
- g) Restricts arbitrary actions
- h) Discipline
- i) Fills gaps in communication
- j) Improves managerial ability

8) Why do informal groups come into existence?

- Informal groups arise spontaneously because of social interaction between members. They come into existence to satisfy member's need for social contact. Members join informal groups for:

- a) Companionship, b) Identification, c) Information source,
- d) Job satisfaction, e) Protection of members, f) Outlet for stress,
- g) Maintenance of cultural values and h) New ideas.

9) List the problems that may be created by informal groups.

- The problems that may be created by informal groups are:

- a) Conflicts, b) Resistance to change, c) Hinders development,
- d) rumours, e) Role conflict, f) Pressure for conformity and
- g) Negative impact on performance.

10) What is group norms?

- Norms refer to standards of behaviour which group members are expected to follow. Members have to conform to group norms. Groups exert pressure on members to follow group norms. Group norms are informal and un-written. The types of norms are:

- a) Performance norms
- b) Appearance norms
- c) Norms relating to social interactions, and
- d) Norms relating to allocation of resources.

11) Define group norms.

- According to Feldman, "Group norms are the informal guidelines of behaviour and a code of conduct that provides some order and conformity to group activities and operations. These rules are expected to be followed by all the group members."

12) Mention the types of group norms.

- The types of group norms are:
- a) Performance norms

- b) Appearance norms
- c) Norms relating to social interactions
- d) Norms relating to allocation of resources.
- e) Behavioural norms.

13) State the functions performed by groups.

- The functions performed by groups are: Task functions and maintenance functions

1) Task functions:

They relate to activities that are directly related to completing the group's work. They following are the task functions performed by groups:

- a) Initiating
- b) Information or opinions seeking
- c) Clarifying
- d) summarizing
- e) Consensus testing

2) Maintenance functions:

They focus on personal relationships among members in the group. The following are the maintenance functions:

- a) Encouraging
- b) Harmonizing
- c) Expressing group feelings
- d) Gate-keeping.
- e) Compromising
- f) Standard setting.

14) Define Group cohesiveness.

- Leon Festinger defines group cohesiveness as, "The total field of forces which acts on members to remain in the group."

15) What is group cohesiveness.

- Group cohesiveness implies the degree of attachment of the members of a group. It refers to the extent to which members are attracted and motivated to remain in the group. If there is a high degree of attachment among group members, group cohesiveness is said to be high. In cohesive groups, members willingly contribute to the group activities and conform to group norms.

16) List the factors that influence group cohesiveness.

- The factors that influence group cohesiveness are:

- a) Nature of the group
- b) Size of the group
- c) Communication
- d) Leadership style
- e) Group status
- f) autonomy

- g) Location of the group
- h) Outside pressure
- i) Actions of the management

17) Define group dynamics. State its attributes.

- According to Kurt Lewin, "Group dynamics deal with internal nature of groups, how they are formed, what structure and process they adopt, how they function and effect individual members, other groups and the organization."

18) What do you mean by group dynamics?

- Group dynamics represents forces present and operating in the group which influence the behaviour of members. It is the social process by which members interact face to face in small groups. Group dynamics is relevant to both formal and informal groups.

19) State the propinquity theory.

- Individuals associate with one another because of geographical closeness. In organizations, employees who work in the same factory or divisions generally associate themselves into groups. Those who are working in different locations do not normally join together as a group.

20) Mention the stages in group development.

- The stages in group development are:

- a) Forming
- b) storming
- c) norming
- d) performing
- e) Adjourning

21) What is group thinking?

- Group thinking occurs when group members feel the pressure to conform to dominant view in the group, though members have different views, they do not express them because of social pressure and desire to conform to group norms. Group thinking occurs because

- a) The group does not have a clearly laid down decision making process.
- b) The group is dominated by a powerful leader who exerts pressure on group members.
- c) The group is under time-pressure and stress.

22) What is group decision making?

- Group decision making is a participatory process involving collective efforts of group members. Group members analyze problems, evaluate alternate course of action and make a choice. The effectiveness of group decision making is influenced by group size, composition, structure, time available and purpose.

23) List out the group decision making methods.

- The group decision making methods are:

- a) Brainstorming
- b) Nominal group technique, and
- c) Delphi Technique.

LEADERSHIP

Leadership is influencing behaviour of others in a way that they willingly act to achieve group goals. Unifying force which holds the organization together.

CHARACTERISTICS OF LEADERSHIP:

- a) Important function of management.
- b) All pervasive function
- c) Performed by managers at all levels
- d) Process of influencing others
- e) Dynamic
- f) Formal or Informal
- g) Existence of followers.
- h) Acceptance of followers
- i) Leadership is situational
- j) On going activity.

OBJECTIVES OF LEADERSHIP:

- a) Achievement of goals
- b) Improved efficiency and effectiveness
- c) Inspires subordinates
- d) Provides training
- e) Maintain order and discipline
- f) clear communication

FUNCTIONS OR ROLE OF A LEADER:

- a) Determination of goals, b) Planning,
- c) Providing direction, d) Building team spirit,
- e) Building morale, f) Initiating change,
- g) Maintaining discipline and h) Encouraging innovation.

IMPORTANCE OF LEADERSHIP:

- a) Setting vision and mission
- b) Explanation of goals
- c) Providing direction
- d) Building team spirit
- e) Building morale
- f) Initiating change
- g) Maintaining discipline
- h) Encouraging innovation
- i) Representing the group

LEADERSHIP QUALITIES:

- a) Intelligence
- b) High energy
- c) ability to inspire
- d) confidence
- e) vision of the future
- f) integrity
- g) positive spirit
- h) persistence
- i) Patience.

LEADERSHIP STYLES:

1) **Autocratic Leadership Style:** Command and control style of leadership.

Types: a) Strict autocrat. b) Benevolent autocrat. c) Manipulative autocrat

-merits:

- i) Some employees prefer to be led.
- ii) Quick decisions.
- iii) Suitable to lead subordinates lacking in skills

- Demerits:

- i) Loss of initiative
- ii) Low morale
- iii) Difficult to develop future leaders.

2) **Democratic Leadership style:** Leader shares decision making with sub-ordinates.

Merits:

- a) Employees motivated
- b) Better employee commitment
- c) Balanced decision

De-merits:

- a) Not suitable if sub-ordinates prefer less interaction.
- b) Delayed decision.
- c) Might be used to manipulate employees

3) **Laissez-faire or Free Rein Leadership style:** Leader provides little or no direction.

Merits:

- a) Development of employees.
- b) Employees become skilled.
- c) Development of future leaders

De-merits:

- a) Un-suitable for inexperienced sub-ordinates.
- b) Sub-ordinates do not get benefit of leaders knowledge.

4) **Bureaucratic Leadership style:** Leadership is based on rules, policies and procedures laid

down. Everything must be done according to procedure.

5) **Charismatic Leaders:** Have charisma or magnetism which attracts followers. People go out of the way and contribute their maximum potential.

6) **Functional leadership theory:** Functional leaders possess special knowledge and skill in a particular field.

7) **Transactional Leaders:** Relationships between the leaders and followers is transactional in nature. They adopt the give and take approach.

8) **Transformational leaders:** They visualize the need for change, guide and implement change with the willing efforts of their followers.

TRAIT THEORY:

There are certain traits that make a person to become a leader. Traits are:

- a) Intelligence,
- b) Physical feature,
- c) Inner motivation,
- d) Maturity,
- e) Vision,
- f) Acceptance of responsibility,
- h) Adaptability.

SUITABLE LEADERSHIP THEORY:

An effective leader is one, who modifies his leadership style according to the situation.

Fieldler's contingency model: Leadership depends on the interaction between leadership qualities and the situation. Three major situational variables are:

- a) Leader-follower relations.
- b) Task structure.
- c) Position power.

MANAGERIAL GRID BY BLAKE MOUTON:

Analyzed the two dimensions of leadership viz, concern for task and concern for people.

The 9,1 Task oriented style: Autocratic leadership style

The 1,1 impoverished style: Least concern for both task and people.

The 1,9 country club style: Need for affiliation is prominent.

The 5,5 Middle road style: Moderate concern for task and people.

The 9,9 Team style: High concern for both task and people.

LEADERSHIP CONTINUUM:

In leader, centred leadership, the degree of control of the leader is higher and the freedom available to sub-ordinates is less.

LIKERTS MANAGEMENT SYSTEM:

Proposed four management systems to understand leadership behaviour:

- a) System 1: Exploitative autocrat.

b) System 2: Benevolent autocrat.

c) System 3: Consultative democratic.

d) System 4: Democratic-Participative.

Likert suggested adoption of system 4.

PATH- GOAL THEORY OF LEADERSHIP:

Explain four types of leadership behaviour:

- 1) **Supportive leader:** Leader is friendly and sub-ordinates are comfortable to approach him.
- 2) **Achievement oriented leaders:** Leaders set challenging goals and expect performance.
- 3) **Participative leaders:** Sub-ordinates involved in decision.
- 4) **Instrumental leaders:** Informs sub-ordinates their responsibilities.

Q&A

1) Who is a leader?

- A leader is a person who guides, directs, controls and motivates his followers to achieve goals. He inspires his followers to reach higher levels of performance. A leader makes ordinary people to do extra-ordinary things. He is the role model to his followers.

2) What is leadership?

- Leadership is influencing behaviour of others in such a way that they willingly act to achieve group goals. Leadership is a unifying force, which holds the organization together. It channelizes the efforts of group members in the right direction. The quality of leadership has a great influence on the growth or failure of organizations.

3) Define leadership.

- In the word of George R. Terry, "Leadership is a activity of influencing people to strive willingly for group objectives."

4) Explain the functions of a leader.

- The functions of a leader are:

- a) Determination of goals
- b) Planning
- c) Formulation of policies and strategies.
- d) Inspiring and motivating followers.
- e) Guidance
- f) Representing the group
- g) Rewards and punishment
- h) Settlement of disputes
- i) Redressal of grievances.
- j) Co-ordination
- k) Role model

5) What are the different styles of leadership?

- The different styles of leadership are:

- a) Autocratic style.

- b) Democratic style
- c) Laissez-faire style.

6) Distinguish between leaders and managers.

- Leaders aim for long term survival and growth, have a long term tenure, cannot be easily replaced, take long term strategic decisions, challenges the environment and are present in both formal and informal organization. Managers aim for achieving short-term goals, have a limited period, can be replaced, take operation decision, adjust to the environment and are present in formal organization.

7) What is managerial grid?

- The managerial grid model, developed by Robert Blake and Jane Mouton in 1964, analyze the two dimensions of leadership viz. concern for task and concern for people in the form of a grid. According to the grid, the leadership styles are:

- a) High concern for task, low concern for people.
- b) High concern for task, high concern for people.
- c) Low concern for task and low concern for people.
- d) Low concern for task and high concern for people.
- e) Moderate concern for task and moderate concern for people.

8) What is autocratic leadership?

- It is also known as a command and control style of leadership. The autocratic leaders expect complete obedience from sub-ordinates.

The autocratic leader fully retains power and decision making authority. The leader does not consult subordinates in decision making. The motto of leader is do-or-die, do-not-question-why.

9) What is transactional leadership?

- In the case of transactional leadership, the relationship between the leader and followers is transactional in nature. Transactional leaders adopt the give and take approach. The leader sets targets which his followers are expected to achieve. If the followers achieve the targets, they are rewarded. If not, the reward is with-held or punishment if enforced.

10) Who is transactional leader?

- The relationship between the leaders and followers is transactional in nature. Transactional leader adopt the give and take approach. The leaders sets targets which his followers are expected to achieve. If the followers achieve the target, they are rewarded. If not, the reward is with-held/punished.

11) What are transformational leaders? or what is transformational leadership style?

- Transformational leaders are not satisfied with the existing systems and structure. They encourage followers to break existing barriers and change existing system. They identify the need for change, guide and implement change through willing efforts of their followers. They create an energizing vision and inspire followers by their exemplary performance.

12) Write a short note on Trait theory of leadership.

- Trait theory, assume certain traits or characteristic leads to effective leadership. There are certain traits which makes a person a leader, and anybody who could possess them would be a leader. According to the trait theory, "leadership characteristics" are in-born and accordingly, some people are "BORN LEADERS" -

13) What makes leadership effective?

- Leadership is effective if the followers are inspired by the leaders and willingly contributes efforts towards the groups goals. To provide effective leadership, leaders should:

- a) Be involved in continuous learning.
- b) Have clear thinking.
- c) Be a visionary.
- d) Establish emotional connect with followers.
- e) Be active listeners, and
- f) Have effective communication skills.

TRANSACTION ANALYSIS

Transactions refer to the communication exchanges between the people. Transaction analysis is a theory of personality and human interaction. The concept of transactional analysis was developed in the 1950's by Erik Bern.

Transaction analysis deals with:

- a) Ego states
- b) Transaction
- c) Life positions
- d) Psychological strokes or stroking

Ego states:

Bern stated that our communication with others reflects our state of mind which can be parents ego, adult ego and child ego.

a) Parent ego: An individual who is in the parent ego state exhibits feelings, thinking and behaviour of a parent. He would be caring, nourishing, protective and critical.

b) Adult ego: This ego state is characterized by logical thinking and matured behaviour. A person in this ego state is reasonable but assertive in his approach.

c) Child ego: People acting in the child-ego state exhibit the behaviour of a child. They seek attention, are rebellious, playful, dependent, open and vulnerable. They laugh, shout or cry according to their wish without considering the environment or others. They expect immediate satisfaction of their needs.

USEFULNESS OF TRANSACTION ANALYSIS:

- a) It can be applied to understand behaviour, by analysing transactions or interactions between people.
- b) It is useful to individuals become aware of their ego state in which they are functioning.
- c) Transactional analysis helps identify the ego-state in which people are transacting to improve the effectiveness of communication.

PSYCHOLOGICAL STROKES or STROKING:

A child gets comfort from physical touch. As a person grows, the lack of physical touch is compensated by strokes. Strokes refer to attention or recognition that stimulate an individual. Strokes provide physical and psychological stimulation to an individual.

-Definition:

According to Erik Bern, a stroke is a unit of recognition. In the words of Woollams and Brown, "A Stroke is an unit of attention which provides stimulation to an individual."

TYPES OF STROKES: The following are the types of strokes:

- a) **Positive strokes:** Positive strokes provide positive recognition to an individual. In the case of an organization, positive strokes are appreciation, praise, a pat on the back, etc.
- b) **Negative strokes:** Negative strokes include criticism, sarcastic comments, harsh language, etc.

Johari window: - The concept of Johari windows was developed by Joseph Luft and Harry Ingham. Johari window specifies four possible types of awareness and is a visual representation of a person's character. It is a model for increasing personal effectiveness and improving understanding between individuals. It stresses on the need for being open, sharing information and encourages, receiving and giving feedback.

Q&A

1) What is Transaction analysis? What are its implications to organizational behaviour?

-Transactions refer to the communication exchanges between the people. Transaction analysis is a theory of personality and human interaction. The concept of transactional analysis was developed in the 1950's by Erik Bern.

Transaction analysis deals with:

- a) Ego states
- b) Transaction
- c) Life positions
- d) Psychological strokes or stroking

2) Explain the concept of Johari windows.

- The concept of Johari windows was developed by Joseph Luft and Harry Ingham. Johari window specifies four possible types of awareness and is a visual representation of a person's character. It is a model for increasing personal effectiveness and improving understanding between individuals. It stresses on the need for being open, sharing information and encourages, receiving and giving feedback. Johari window is depicted below:

3) Explain the various Life positions.

- Life positions is a basic belief about one-self and others which is useful to justify behaviour and decisions. This basic belief is formed by experiences that a person has with others right from his childhood.

The life positions fall into four categories:

a) I am OK you are OK:

-It is a realistic and healthy position. People adopting this position realize the importance of other people. They adopt a constructive approach of mutual give and take. They have a realistic expectation of themselves and others, though they know that they are not perfect, they are comfortable with it. They can accept the shortcomings of others. People in this position ascertain, give importance to self respect, are co-operative and understanding.

b) I am OK you're not OK:

-People in this life position, feel that they are superior to others. They feel that they are perfect while others have many weaknesses. They have a poor opinion about others and talk to them from the position of superiority. A manager holding this life position would feel that their subordinates are incapable. They would not be interested in delegation and frequently criticize their subordinates.

c) I am not OK you are OK:

- People adopting this life position, suffer from no-esteem. They feel that they are inferior to others. This position can be the result of unpleasant experiences in childhood caused by dominant parents are very strict teachers. They feel that life has been unkind to them and hold secret grudges against others.

d) I am not OK you're not OK.

- If it is a position of complete hopelessness, people in this life position are unfriendly, irritable, get frequently angry and always keep complaining about others. They are critical and adopt an indifferent attitude towards others. They do not trust others and keep doubting them. They are impatient and lack interest in anything.

ORGANIZATIONAL CLIMATE

Organizational climate indicates an employee's perception of the organization to which he belongs. It refers to characteristics that distinguish one organization from the others.

FEATURES OF ORGANIZATIONAL CLIMATE:

- Abstract and intangible concept
- Distinct identity
- attitude of organizational members
- Important factor
- Enduring quality
- Multi-dimensional concept.

ELEMENTS OF ORGANIZATIONAL CLIMATE:

- Individual autonomy
- Position structure
- Reward orientation
- Task orientation
- Relationship orientation
- Job satisfaction

DIMENSION OF ORGANIZATIONAL CLIMATE:

- Structure
- Responsibility
- Reward
- Risk
- Warmth
- Support
- Standard
- Conflicts
- Identity

FACTORS INFLUENCING ORGANIZATIONAL CLIMATE:

- Organizational structure
- Organizational context
- Values and norms
- Physical environment
- Leadership process
- Rewards
- Flows of communication
- Warmth and support
- Tolerance and conflicts
- Decision making practices
- Fair remuneration
- Warmth and support
- Co-operation and Team spirit.
- Result orientation
- Adherence to rules
- Nurturance of co-ordination.

Overt factors: Factors in the organizational climate, which can be observed and measured. The Overt factors are:

- Goals of the organization
- Hierarchy
- Skills, talent and knowledge of employees
- Performance appraisal standards
- Financial resources
- Technological development
- Measurement of efficiency

Covert Factors: Factors in the organizational climate which is invisible and therefore cannot be observed and measured. The covert factors are:

- | | |
|--------------|-----------------|
| a) Values | d) Satisfaction |
| b) Attitudes | e) Norms |
| c) Feelings | f) Interaction |

FACTORS THAT CONTRIBUTE TO A FAVORABLE ORGANIZATIONAL CLIMATE:

- Fair remuneration
- Rewards linked to performance
- High evaluation standards
- Quality of leadership
- Responsibility
- Employee participation
- Communication
- Mental and Emotional involvement.
- Opportunity for growth.
- High performance culture
- Encouragement of individual initiative
- Healthy relationships
- Technological changes

Q&A

1) Define organizational climate:

- Campbell defines organization climate as, "A set of attributes specific to a particular organization that may be induced from the way the organization deals with its members and its environment."

2) What is organizational climate?

- Organizational climate refers to characteristics that distinguish one organization from the others. It represents the mood of the organization and influences the behaviour of the people in the organization. Organizational climate reflects employee perception of the organizational culture. Organizational climate reflects employee perception of the organizational culture. Organizational climate influences motivation, performance, involvement and job satisfaction.

3) How is organizational climate created?

- Organizational climate is created by the interaction of the environmental factors, organizational structure, leadership, situation and the culture. Compared to the other factors, culture plays a dominant role in creating and influencing organizational climate.

4) List the elements of organizational climate.

- The elements of OC are:

- a) Individual autonomy
- b) Position structure
- c) Reward orientation
- d) Task orientation
- e) Relationship orientation
- f) Job satisfaction

5) State the factors that influence the organizational climate.

- The factors that influence organizational climate are:

- a) Organizational structure
- b) Organizational context
- c) Values and norms
- d) Physical environment
- e) Leadership process
- f) Rewards
- g) Flows of communication
- h) Warmth and support
- i) Tolerance and conflicts
- j) Decision making practices
- k) Fair remuneration

ORGANIZATION CULTURE

Organizational culture represents the value, beliefs and assumptions shared by organizational members.

FEATURES OF ORGANIZATIONAL CULTURE:

- a) Comprises of assumptions, beliefs, habits and customs.
- b) Organizations have a unique culture.
- c) Intangible
- d) Provides common identity to organizational members
- e) Serves as a guide to employee behaviour and actions.
- f) Greatly influenced by the founder
- g) Based on the value system of the founder

COMPONENTS OF ORGANIZATIONAL CULTURE:

- a) Shared Assumptions: Practices and beliefs that have been successful in the past.
- b) Shared values: Values reflect an organization's beliefs that have high performance.
- c) Artifacts: Signs, symbols of an organization's culture.
- d) Organizational stories and legends: Actions, and reactions to situations by the organization and leaders.
- e) Rituals: Regularly and routinely performed activities in an organization.
- f) Organizational heroes: People who are admired for their qualities and contribution.
- g) Ceremonies: Planned activities conducted for an audience.
- h) Communication: The tone and ease of flow of communication.

FUNCTIONS OF ORGANIZATIONAL CULTURE:

- a) Guides employee behaviour
- b) Aids decision making
- c) Ensures consistency in action
- d) Creates common identity
- e) Attraction and retention of talent
- f) Better understanding
- g) Creates competitive advantage
- h) Provides clarity

TYPES OF ORGANIZATIONAL CULTURE:

- a) Authoritarian culture
- b) Participative culture
- c) Mechanistic culture
- d) Organic culture
- e) Sub culture
- f) Clan culture
- g) Entrepreneurial culture
- h) Market culture

Q&A

1) What do you mean by organizational culture?

- Organizational culture represents the values, beliefs and assumptions shared by the organizational members. It is intangible in nature but its presence can be felt. Organizational culture is the binding factor and helps develop professionalism among members. Culture creates a unique identity to the organization and represents its beliefs and value systems. It provides a sense of continuity, stability and security to the members of the organization.

2) Define the term organizational culture.

- In the words of O'Reilly, "Organizational culture is the set of assumptions, beliefs, values and norms that are shared by the organization's members."

3) State few features of organizational culture.

- Organization culture comprises of assumption, beliefs, habits and customs. It is unique in

nature. Culture is invisible and intangible. It can be understood from the actions and behaviour of employees.

4) What are the components of organizational culture?

- The components of organizational culture are:

- a) Artifacts
- b) Organizational stories and legends
- c) Rituals
- d) Organizational heroes
- e) Ceremonies, and
- f) communication

5) What are artifacts?

- They are signs and symbols of an organizations culture. Some of the artifacts are the physical layout, facilities, rewarding of employees, the way visitors are treated, etc.

6) When is organizational culture said to be strong?

- Organizational culture is said to be strong if:

- a) It is long lasting
- b) Most of the employees strongly believe in it
- c) Employees hold the dominant values of the company

7) What is weak culture?

- Organizational culture is said to be weak if:

- a) It is short lived
- b) Most of the employees do not identify or believed in it.
- c) Employees do not hold the dominant values of the company.

8) What are the assumptions of organizational culture?

- They represent practices and beliefs that have been successful in the past. Therefore, they are considered to be the right approach to solve current problems or issues. No one questions these assumptions, and it becomes deeply embedded in the minds of employees. Focuses on innovations, concern for well being of employees, team work, importance to hierarchy are Instance of shared assumptions.

COMMUNICATION

Communication is the process by which Ideas, Feelings, Opinions, Beliefs and Messages are passed on to one or more persons.

Features of communication:

1. Involves at-least two persons.
2. Is two way.
3. Transfer process.
4. Creates understanding
5. May be in various forms.

Elements of communication:

- a. Sender (encoder)
- b. Message
- c. Medium
- d. Receiver (decoder)
- e. Noise
- f. Feedback

Process of communications:

1. Ideation
2. Encoding
3. Transmission
4. Recelving
5. Decoding
6. Feedback

Essentials of communication:

1. Clarity
2. Importance of practice
3. Mutual participation
4. Transmission
5. Continuous process
6. Harmony

Functions of communication:

1. Information function
2. Command and instructive function
3. Influence function
4. Integrated function

Role and importance of communication:

1. Improves planning effectiveness.
2. Better decision
3. Improved co-ordination
4. Operational efficiency
5. Aids and control
6. Helps and motivation
7. Better human relations

Principles of communication:

1. Principle of completeness

2. Principle of time
3. Principle of clarity
4. Principle of understanding
5. Principle of objectives
6. Principle of consistency

Factors influencing effective communication:

- a. Clarity
- b. Clarification
- c. Objective
- d. Clear channels
- e. Promptness
- f. Comprehensive
- g. Language
- h. Suitable media
- i. Consistency
- j. Connectivity
- k. Listening

Barriers to communication:

- a. Alteration of information
- b. Un-clarified assumptions
- c. Missing information
- d. Noise
- e. Lack of attention
- f. Status difference
- g. Selective attention
- h. Premature conclusion
- i. Lack of time

Steps to overcome barriers to communication:

- a. Clarity
- b. Promptness
- c. Effective channels
- d. Healthy relationships
- e. Two way communications
- f. Evaluations
- g. Organizational policy
- h. Commitment of top management
- i. Encourage feedback
- j. Usage of non-verbal cues

Formal communication:

Communication which flows through the formal channel of the organization.

MERITS:

- a. Information made available to the right person at time.
- b. Better understanding
- c. Enjoys communication

Informal communication (Grapevine):

Communication between the members arising out of informal and social relationships.

Characteristics:

1. Spontaneous
2. Fills gaps
3. Flexible
4. Fast

MERITS:

- a. Satisfies emotional needs
- b. Quick
- c. Flexible
- d. Dynamic

DEMERITS:

- a. Inaccuracy
- b. Rumours

Oral communication:

Communication is word of mouth.

MERITS:

- a. Time savings
- b. Cost effective
- c. More powerful
- d. Conveys more and meanings

DEMERITS:

- a. Absence of records
- b. Expensive
- c. Distortion of messages.

Return communication:

Used in official and formal situations and serves as a permanent record for future reference.

MERITS:

- a. Future reference
- b. Legal evidence
- a. Expensive
- b. Time consuming
- c. Unsuitable for illiterate or visually challenged

Non-verbal communication:

- a. Facial expression
- b. Tone
- c. Gesture
- d. Eye contacts

MERITS:

- (i) More lively
- (ii) Relatively informal

Downward communication:

Communication flows from superior to subordinates.

MERITS:

- (i) Communicates rules
- (ii) Aids direction
- (iii) Enables control

DEMERITS:

- (i) Communication may be misinterpreted
- (ii) Purpose lost
- (iii) Upward communication:

Used by subordinates to communicate grievances to superiors.

MERITS:

- (i) Superior can understand subordinate's feelings
- (ii) Subordinates can communicate grievance

DEMERITS:

- (i) Superior unwilling to receive communication from subordinates.
- (ii) Suggestion may be ignored

Horizontal communication:

Communication between employee who holds similar positions in the organization.

MERITS:

- (i) Helps co-ordinate activities
- (ii) Free flow of information
- (iii) Eliminates wastages

DEMERITS:

- (i) Sender does not have control
- (ii) Receiver may ignore information

Diagonal communication:

Link organizational members who have no direct reporting relationships.

Communication networks:

The pattern of communication among the member of the organization

TYPES:

- (i) **Chain network:** Messages flow from top to bottom and bottom to top.
- (ii) **Circular network:** A person can communicate with his true neighbouring colleagues.
- (iii) **Wheel network:** Subordinates communicate only through a superior.
- (iv) **Free flow or all channel networks:** Every one can communicate with everyone and anyone.

RUMOR: Information without any evidence communicated through the grapevine. By chance it may be correct, but, generally is incorrect.

Q&A**1. What is communication?**

- It is the process of passing ideas, messages, information and understanding to one or more person. Communication happens through words as well as signs, symbols and gestures. Communication is said to be the life blood of organization.

2. Define communication.

- According to Louis A. Allen, "communication is the sum of all things, a person does when he wants to create an understanding in the mind of another. It involves the systematic and continuous process of telling, listening of understanding".

3. What are the advantages of communication?

- The advantages of the communication are:
 - (i) Improves planning effectiveness
 - (ii) Better decisions

- (iii) Improved co-ordination
- (iv) Optional efficiency
- (v) Aids in control and
- (vi) Helps in motivation

4. Discuss the essential elements or components of communication process?

- The element of communication are:

- (i) Sender
- (ii) Message
- (iii) Medium
- (iv) Receiver
- (v) Noise
- (vi) Feedback

5. Explain the need of communication?

- Communication is essential to:

- (i) Improve planning effectiveness
- (ii) Enable better decision
- (iii) Improve co-ordination
- (iv) Enable operational efficiency
- (v) Aid in control
- (vi) Help in motivation
- (vii) Improve human relations
- (viii) Provide opportunity for worker participation
- (ix) Enable change

6. Explain the process of communication (or what are the steps in communication)?

- The process of communication involves the following steps:

- a. Ideation
- b. Encoding
- c. Transmission
- d. Receiving
- e. Decoding
- f. Feedback

7. Mention the types of communication?

- The types of communication are formal, informal, verbal, non-verbal, downward, upward, horizontal and diagonal communication.

8. List sum of the directions of communication?

- The direction of communication are:

- (i) Upward
- (ii) Downward
- (iii) Horizontal and
- (iv) Diagonal communication.

9. What are the barriers of communication?

- The barriers to communication are:

Distortion of information, Lack of attention, Selective attention, Missing information, Noise, Semantic barriers, unclarified assumptions, Lack of attention, Lack of time and poorly expressed messages.

10. State few means to overcome the barriers to communication?

- Clarity of messages, promptness, suitable channels and commitments of top management are few means to overcome barriers to communication.

11. What is formal communication?

- It refers to communication which flows through the formal channel of the organization. It is well defined with regard to who will communicate with whom, when and how. Formal channel enables members of the organization to perform task assigned to them in an effective manner. They are designed as part of the organization structure by the management.

12. What is oral communication?

- Oral communication happens through words spoken. It can be in the form of face to face communication. When both the sender and receiver in the same place. It can also be through telephone when sender and receiver are not at the place.

13. Mention the form of written communication?

- It is communication put in writing. It includes reports, letters, memos, emails, notices, posters etc. It is used when the situation is formal, official, or long term. It serves as a permanent record for future reference. It ensures that everyone has access to the same information.

14. Briefly state the meaning of downward communication?

- Communication flows from the superiors to the subordinates. It flows from the superior to the subordinates following the chain of command. Orders, instructions, assignments and feedback are form of downward communication.

15. What is upward communication?

- Communication from the subordinates to superiors is upward communication. It is used by subordinates to communicate their ideas, feelings, problems and grievances to their superior. It can also be used to seek advice and guidance from superiors. Upward communication follows the chain of command. It can either be oral or return.

16. What is grapevine?

- It refers to communication between members and arising from informal and social relationships. Informal communication arises spontaneously and is communicated much faster when compared to formal communication. It does not follow the channel specified by the organization and is not based on hierarchy.

17. List the step to make communication effective?

- The steps to make communication effective are:

- (i) Clarity
- (ii) Promptness
- (iii) Flexibility
- (iv) Credibility
- (v) Connectivity and
- (vi) comprehensive
- (vii) Consistency
- (viii) use of informal channels
- (ix) clear language
- (x) clear channels

ORGANISATIONAL CONFLICTS

Conflicts occur when two or more people disagree because their needs, wants, goals, or values are different.

Features, characteristics, nature of conflicts:

1. Disagreement
2. Natural occurrence
3. Process
4. Variety of reasons
5. Expression
6. Different levels
7. Nature of conflict
8. Conflict resolution
9. Desirability

Merits or advantages of conflicts:

1. Innovation and creativity
2. Encourage change
3. Better individual and group performance
4. Better decision making
5. Better alternative solution
6. Outlet for stress
7. Understanding different views
8. Loyalty

Demerits or disadvantages of conflict:

1. Dissatisfaction in work
2. High stress
3. Distressed
4. Resistance to change
5. Poor relationship
6. Burn out
7. Low loyalty

Levels of conflicts:

1. **Intrapersonal conflicts:** conflicts within the person
2. **Interpersonal conflicts:** between members in the same or different levels.
3. **Intra-group conflicts:** between members of the group or between sub-groups or the group.
4. **Intergroup conflicts:** conflicts between two or more group in the organization

Conflicts process:

1. **Latent process:** factors causing conflicts begin to appear, conflicts lies hidden.
2. **Perceived conflicts:** people become aware that a conflict exist
3. **Felt conflict:** people become emotional in the contract.
4. **Manifest conflict:** conflict expressed openly.
5. **Conflicts after math:** after conflict is resolved, parties left with residual hostility.

Causes:

1. Resource competition
2. Bold diversity
3. Task interdependence
4. Difference in persons
5. Lack of clarity
6. Organizational restructuring
7. Communication
8. Aggressive nature
9. Lifestyle difference
10. Behavioural problems

Managing conflict:

1. **Denial or avoidance:** Parties withdrawn and are not interested in pursuing it.
2. **Smoothing:** parties might suppress differences to accommodate the other party.
3. **Power or dominance:** those with power used it to dominate the opposite party.
4. **Third party intervention:** if parties are not able to resolve issues they may choose third party intervention.
5. **Compromise:** Parties tries to solve problems to mutual give and take.
6. **Collaboration:** parties search for alternatives to solve the conflicts which would benefit both.

Q&A:

State the meaning of conflict?

Conflict refers to disagreement of opinion between two parties. It occurs when two or more people disagree because of their needs, goals or values are different. Conflicts arise due to limitation of resources, competition and difference in values and expectations.

Define conflict.

According to Jhon W. Newstrom and Keith Davis, "Individuals may have a difference of opinion on selection of a particular course of action that will lead to disagreement and often result in the conflict."

What are the types of conflicts in the stages in the conflict process.

The types of conflicts are:

1. Intrapersonal
2. Interpersonal
3. Intra-group
4. Inter-group conflict

The stages in the conflict process are:

- a) Latent conflict
- b) Perceived conflict
- c) Felt conflict
- d) Manifest conflict
- e) Conflict aftermath

What is meant by intra-group conflict?

This is also known as intra-departmental conflict. It is conflict which arises among members of a group or between two or more sub-groups within a group. It can occur because of disagreements between members of a group and its leader. Disagreements regarding goals, procedure, tasks, resources, status, power, etc., lead to intra-group conflicts.

State the meaning of inter-personal conflict.

It is also known as dyadic conflict. It is conflict between two or more members of the organization in the same level or different Hierarchical levels. Inter-personal conflicts occur between co-workers, team mates etc. It arises when there is difference of opinion about achievement of goals and objectives.

What is the meaning of latent conflict?

Though there is dissatisfaction, the conflicts lie hidden. It occurs because of too much or too little communication, difference in personalities. Conflicts process begins with latent conflicts. Factors that can cause conflicts between individuals and groups begin to appear.

What is meant by manifest conflict?

It not only refers to recognition of conflict but also its expression in it an open manner. This is a stage of open conflict. The indicators of manifest conflict are aggressive behaviour, verbal and physical violences, indifference, withdrawal.

Explain conflict management.

Conflicts refer to disagreement and difference of opinions between two parties. Too little conflicts might result in stagnancy while un-controlled conflict leads to organizational failure.

Conflicts can be managed by adopting the following techniques:

- a) Avoidance
- b) smoothing
- c) Dominance
- d) Third-party intervention
- e) Compromise
- f) Collobaration.

1. How can a manager go about resolving inter-group conflict? Give some examples.

It denotes conflicts between two or more groups, sections or departments within an organization. The strategies for resolving inter-group conflicts are:

- a) Selection of team members who can effectively work with each other
- b) clarity in roles and responsibilities.
- c) Regular review of progress
- d) Open communication etween groups
- e) Resolution of disagreements.