

SEMESTER – I

BA18113

ORGANIZATIONAL BEHAVIOUR

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Objective(s):

1. To learn the behavior of employee in the organization.
2. The students can able to understand the individual behavior and attitude towards the development of organization.
3. Discuss the impact of groups in organizational activities.
4. Gain Knowledge the role and power of leaders in the organization.
5. Acquire the significance of culture and climate in the organizational activity.

UNIT - I INTRODUCTION**[09 Hrs]**

Definition, Need, Role and Importance of Organizational Behavior – Organizational behavior models - Organizational behavior challenges

UNIT - II INDIVIDUAL BEHAVIOUR**[09 Hrs]**

Personality: Definition, Types, Factors influencing personality, Theories – Learning: Definition, Learning theories – Emotions: Types, Emotional Intelligence – Attitudes: Definition, Components, Formation – Values – Case study- Perceptions: Factors influencing perception – Impression management -Motivation: Types.

UNIT - III GROUP BEHAVIOUR**[09 Hrs]**

Organization structure: Formation – Groups in organizations: Types, Influence – Group dynamics – Decision making techniques- Group cohesiveness- Team dynamics- Team building- Case study

UNIT - IV LEADERSHIP AND POWER**[09 Hrs]**

Leadership: Meaning, Importance, Leadership styles, Theories, Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT - V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**[09 Hrs]**

Organizational culture and climate: Factors affecting organizational culture and climate – Job satisfaction: Determinants – Organizational change: Importance, The change process, Resistance to change, Managing change –Organizational development- characteristics, Objective- Stress: prevention and Management of stress – Balancing work and Life.

Total (L: 45 T: 0) = 45 Periods**Course Outcomes: On completion of this course, the student will be able to:**

1. Understand the purpose of studying organizational behavior.
2. Identify the behavior of individual in an organization and causes to react differently to the same situations, by different employee.
3. Identify the group behavior in the organization and techniques followed to interact with each others
4. Acquire the knowledge of leadership style and its role in the organization
5. Understand the organization system by learning the dynamic of organizational behavior

Reference Books :

1. Aswathappa .K, Organisational Behavior Himalaya publishing house, 17th edition 2016.
2. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 16th edition, 2015.
3. Fred Luthans, Brett C., Kyle, Organisational Behavior, Information Age Publication, 13th Edition, 2015.
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5. Udai Pareek, Understanding Organizational Behaviour, 2nd Edition, Oxford Higher Education, 2004.

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CLASS : I MBA
SUBJECT : BA18113 - ORGANIZATIONAL BEHAVIOR

UNIT-I
2 MARKS

1. Define Organizational Behaviour.

Definition:-

OB is concerned with the study of human behavior at work.

OB is the study and application of knowledge about how people as individuals and as groups behave or act in organizations.

According to LUTHANS “OB is directly concerned with the *understanding, prediction, and control of human behavior in organizations*”.

U – Understanding the problem, reason, causes.

P – Future course of action.

C – Control evil consequences. (Cost, penalty)

DAVIS AND NEWSTROM have defined OB as “the study and application of knowledge how people act or behave within organization”.

It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organizations such as business, government, schools and service organizations.

2. Discuss Nature of Organizational Behaviour.

A separate field of study and not a discipline

Inter disciplinary approach

An applied science i.e. both a science and art

Human tool for management

Goal oriented

Action oriented

Balances human and technical values

Fulfills both employee needs and organizational objectives

Total system’s approach

3. Explain Describe few models of Organizational Behaviour.

Autocratic model

Custodial model

Supportive model

Collegial model

System model

4. What is Autocratic model?

The managers give orders and the employees have to obey the orders.

It suggests a very strict and close supervision over the employees to obtain desirable performance from them.

Better performance is ensured through fear, threats, punishments, and occasional rewards;

Communication is mostly one – way. i.e. downward and there is little interaction between managers & employees.

This is generally applicable in lower level of the organization.

Evidences such as the industrial civilization of the US and organizational crises do suggest that the autocratic model produced results.

5. Short notes on Custodial model.

The manager is oriented towards the use of money to provide benefits to employees.

The model depends on the economic resources of the organization and its ability to pay for the benefits.

The employees hope to obtain security. Here there is not much dependence on boss.

Under this model, employees working feel happy, but their level of performance is not very high. This model is not suitable for matured employees.

6. Briefly elaborate Supportive model.

The supportive model is founded on leadership, not on money or authority.

It focuses primarily on participation and involvement of employees in managerial decision – making process.

The management's orientation is to support the employee's job performance for meeting both organizational and individual's goals.

The supportive model is based in the assumptions that human beings move to the maturity level & they expect that the organizational climate support this expectation.

Various organizational processes such as communication, decision – making, interaction, control, and influence help employees to fulfill their higher order needs like esteem needs and self – actualization needs.

It is founded more useful and effective in developed nations and less effective in developing nations.

7. What do you mean by collegial model?

It is based on the team concept.

Team concept is one in which each employee develops high degree of understanding towards others and shares common goals.

Management's building a feeling of partnership with employees. They are self-disciplined persons and only a little direction and control is required from management.

Control is basically through self- discipline by the team members.

The organizational climate is quite conducive (favorable, helpful) to self - fulfillment and self – actualization.

8. List out scope of organizational behavior.

Individuals

Group of individuals

Organization/ structure

9. Mention need and importance of organizational behavior.

The study of OB helps us understand ourselves and others in a better way.

This helps greatly in improving our inter – personal relations in the organizations.

Friendly and cordial relations between employees and management and also among the employees themselves.

Create a congenial (pleasant) work environment in organizations.

The knowledge of OB helps the managers know individual employees better and motivate employees to work for better results.

One of the basic characteristics of OB is that it is human in nature.

OB tackles human problems humanly.

It helps understand the cause of the problem predicts its future course of action and controls its evil consequences.

Treating employees as human beings enables the managers to maintain cordial industrial relations which, in turn, create peace and harmony in the organizations.

Reason for studying OB is to learn how to predict human behavior and, then, apply in it some useful way to make the organization more effective.

It implies that effective utilization of people working in the organization guarantees success of the organization.

OB helps managers how to efficiently manage human resources in the organization.

It enables managers to inspire and motivate employees towards higher productivity and better results.

10. Give some examples of autocratic model and custodial model.

Army – do what I say and financial motivation – sales representatives.

12 MARKS

1. Discuss Nature and scope of Organizational Behaviour.
2. Explain Need and Importance of Organizational Behaviour.
3. Explain Describe few models of Organizational Behaviour.

UNIT-II

2 MARKS

1. Write down the definitions of personality.

According to HILGARD et al, “Personality may be understood as the characteristic patterns of behaviors and modes of thinking that determine a person’s adjustment to the environment”.

In the opinion of RUCH, “Personality can be described as how he understands and views himself and his pattern of inner and outer measurable traits”.

ALLPORT has defined personality as:

“Personality is the dynamic organization with in individual of that psycho – physical systems that determine his unique adjustment to his environment”.

Personality includes both internal & external aspects of a person.

Here, external aspects relate to one’s height, weight, facial features, color and other physical aspects and traits.

One’s attitude, values, learning, etc. are the examples of internal aspects of personality or more importance to organizational behavior are internal aspects of personality.

ROBBINS defines, “personality as the sum total of ways in which an individual reacts to and interacts with others”.

2. Explain the determinants of personality and types of personality.

Different thinkers have listed different determinants of personality:-

McClelland has categorized them into 4 fundamental theories:-

Traits – character, behavior, qualities, personality.

Schema – plan, representation, scheme, diagram.

Motives – reason, aim, drive, purpose, object, intention.

Self – schema.

Scott and Mitchell:-

Heredity groups

Cultural factors.

Determinants of personality classified into 3 groups:-

Heredity.

Environment.

Situation.

3. Mention the Theories of personality.

Psycho analytical theory.

Socio – psychological theory.

Trait factor theory.

Holistic/ self – theory of personality.

4. Explain Psycho analytical theory.

SIGMUND FREUD made this theory.

3 aspects:-

The id.

The ego

The super ego

Now the details,

The id:-

It is the primary principle of all human life.

It seeks gratification for biological needs. It is unconscious part of human personality.

The biological needs include:-

Hunger, thirst and sexual needs. These needs would be the driving force for thinking and behaving throughout the life.

The id concept is related to the imaginary and illusionary (fantasy, daydream) world.

The ego:-

The ego is related to the reality principle.

It is the conscious and logical part of human personality.

Ego is based in the realities of the external environment through intellect and reason.

Super ego:-

Super ego represents a system of personal and societal values, norms, ethics and attitudes.

Super ego acts as a norm to the ego in order to determine which behavior is right and which behavior is wrong. The super ego judges whether the behavior action is correct or incorrect based on the culture, norms and values of the society concerned.

5. Define Learning. How does it take place?

Learning involves change, be it good or bad.

Relatively permanent.

Acquired through experience.

Experience is necessary for learning – as through reading.

Learning is a life – long process.

6. Explain Ivan Pavlov's theory with examples.

Ivan Pavlov, a Russian Psychologist developed

Classical conditioning theory based on his experiments to teach dog to salivate in response to the ringing of a bell.

When Pavlov presented Meat (unconditioned stimulus (US)) to the dog,

He noticed a great deal of Salivation. (unconditioned response (UR)).

But, when merely (only) bell was rung, no salivation was noticed in the dog.

Then, what next Pavlov did was to link the Meat and ringing of the bell.

He did this several times.

After wards. Are merely (only) rang the bell without presenting the Meat. Now the dog began to salivate as soon as the bell rang.

After a while, the dog would salivate merely at the sound of the bell, even if no meat was presented.

In effect, the dog had learned to respond i.e., to salivate to the bell.

For example,

In an organizational setting, we can see classical conditioning operating.

One manufacturing plant, every time the top executive & from the head office would make a visit, the plant management would clean up the administrative offices and wash the windows.

Another example,

Police department – sub – inspectors, constables or traffic police to control movement of vehicles and pedestrians (walker).

During peak hours, an Asst. Commissioner of police (ACP), who is in overall control of traffic, goes round the city and monitors the way the traffic is being regulated.

It is the practice of the personnel under the ACP, to salute whenever he passes by in his vehicle.

The police at the circles are so used to saluting their boss that they do so even when only the vehicle passes without the ACP being seated inside.

Skinner felt, classical conditioning explains only respondent (reflexing) behaviors. These are the involuntary responses that are elicited by a stimulus.

7. Discuss looking glass self personality.

This refers to how others are perceiving the individual (characteristics and qualities).

Looking glass – self is perception of others.

8. Short notes on operant conditioning.

Operant conditioning:-

It is also called instrumental conditioning, refers to the process that our behaviors produces certain consequences and how we behave in the future will depend on what those consequences are.

If our actions have unpleasant effects, we are less likely to repeat them in future.

Thus, according to this theory, behaviors is the function of its consequences.

Operant conditioning emphasizes “ Voluntary behaviors”.

Examples of application of operant conditioning in organizational setting are many.

Operant behaviors & their consequences

Behaviors	Consequences
<ul style="list-style-type: none"> • Works • Talks to others <p>The individual</p> <ul style="list-style-type: none"> • Enters a restaurant • Enters a library • Increases productivity • Completes a difficult assignments 	<ul style="list-style-type: none"> • Is paid • Meets more people. <ul style="list-style-type: none"> • Obtains food • Finds a book • Receives merit pay • Receives praise and promotion.

9. Differences between classical conditioning & operant conditioning

Classical conditioning	Operant conditioning
<ul style="list-style-type: none"> • Responses are elicited from a person (reactive). • Responses are fixed to stimulus (no choice). • CS is stimulus such as sound, an object, a person. • Reinforcement is not received by choice. 	<ul style="list-style-type: none"> • Responses are emitted by a person (proactive) • Responses are variable in types and degrees (choice). • OC is a situation such as office, a social setting, a specific set of circumstances. • Person is instrumental in securing reinforcement by “operating” on the environment.

10. What is Cognitive theory?

Cognition refers to an individual’s thoughts, knowledge, interpretations, understandings or view about one self, and his/her environment.

KOHLER presented 2 sticks to a monkey in the cage.(lock in, shut in).

This produced an experience, or say, cognition, insight monkey.

What monkey did without any prior exposure, joined both sticks together and pulled the Banana inside the cage.

Clearly, learning took place inside the mind of Monkey.

This type of learning is very important in organizational behavior for changing attitudes by the individuals.

Many researches are currently interested in knowing the relationship between cognition and organizational behavior.

11. Briefly explain Social learning theory.

Individuals also learn by *observing their models or experts whom they admire*.

Much of what we have learned so far came from watching our models like Parents, teachers, peers, superiors, motion picture and television.

Thus, learning through both observation & direct experience has been called social learning theory.

For example,

A person who has been promoted to a new job/position may *imitate some of the behavior of his/her predecessor (ancestor)*.

12. Mention the 16 traits in personality.

16 primary traits of personality

- i. Reserved Vs out going.
- ii. Less intelligent Vs more intelligent.
- iii. Affected by feeling Vs emotionally stable.
- iv. Submissive Vs dominant.
- v. Serious Vs happy – go – lucky.
- vi. Expedient Vs conscientious (practical Vs hard working)
- vii. Timid Vs venturesome (nervous, shy, fearful Vs bold, daring).
- viii. Tough – minded Vs sensitive.
- ix. Trusting Vs suspicious (doubtful, distrustful).
- x. Practical Vs imaginative.
- xi. Forth right Vs shrewd (straight forward Vs smart clever).
- xii. Self – assured Vs apprehensive (uneasy, worried).
- xiii. Conservative Vs experimenting (research)
- xiv. Group – dependent Vs self sufficient.
- xv. Uncontrolled Vs controlled.
- xvi. Relaxed Vs tense.

13. State the difference between Introvert & Extrovert personality.

Introverts	Extroverts
<ul style="list-style-type: none">• Like quiet for concentration• Tend to be careful with details, dislike sweeping statements.• Have trouble remembering names and faces.• Like to think a lot before they act, sometimes without acting.• Work contentedly (happily, work with satisfaction) alone.• Have some problems communicating.• Tend not to mind working on one project for a long time uninterruptedly.• Dislike telephone intrusions and interruptions.	<ul style="list-style-type: none">• Like variety and action• Tend to work faster, dislike complicated procedure.• Are often good at getting people.• Often act quickly, sometimes without thinking• Like to have people around.• Usually communicate freely.• Are often impatient with long slow jobs.• Often do not mind interruptions of answering the telephone.

14. List out 5 big personality traits in organization point of view.

Dimension	Characteristics of a person scoring +vely on the dimension
• Extroversion	• Outgoing, talkative, sociable, assertive.
• Agreeableness	• Trusting, good natured, co –operative, soft hearted.
• Conscientiousness	• Dependable, responsible, achievement – oriented, persistent.
• Emotional stability	• Relaxed, secure, and unworried.
• Openness to experience	• Sensitive, intellectual, imaginative, curious, broad minded.

15. What are the differences between Judging & Perceptive personality?

Judging type	Perceptive type
<ul style="list-style-type: none">• Work best. When they can plan work and follow the plan.• Like to get things settled.• May decide things too quickly.• May not notice new things that need to be done.• Want only essential things needed to begin their work.• Tend to be satisfied once they reach a judgment on a thing or thing or situation or person.	<ul style="list-style-type: none">• Adapt well to changing situations.• Do not mind leaving things open for alternations.• May have trouble making decisions.• May start too many projects and have difficulty in finishing them.• Want to know all about their work.• Tend to be curious & welcome new information on a thing or a situation or a person.

16. Mention the main types of personalities.

Introvert and extrovert personalities
Type A and type B personalities
Judging and perceptive personalities.

17. Discuss Introvert personalities.

People look inward and experience and process their thoughts and ideas within themselves. They also avoid social contacts and initiating interaction with other group mates, withdrawn, quiet and enjoy solitude.

Individual thoughts, ideas with in himself/herself.

They avoid social contacts.

Not interact with others, quiet and enjoy.

18. Describe Extrovert personalities.

Simply speaking, extroverts are just contrary to introverts. Extroverts are friendly, sociable, lively, gregarious (out going, unreserved), aggressive (forceful) and expressing their feelings and ideas openly. Accordingly, they are more suitable and successful from the positions that require considerable interaction with others.

For examples, sales activities, publicity departments, personal relations unit, etc.

19. Mention the Type “A” Personality.

Type A People are characterized by Hard –working, Highly achievement – oriented, impatient, have sense of time urgency, aggressive (irritated, in tolerant, keen- dedicated) with competitive drive, etc.

Such people tend to be very productive and work very hard.

20. Mention the Type “B” Personality.

Easy – going, sociable, free from urgency of time, laid balls and non – competitive are the characteristics of type B personalities.

Such people do better on tasks involving judgments, accuracy rather than speed and team work.

21. Does heredity affect the development of personality?

Heredity refers to those factors that were determined at conception.

Heredity refers to BIOLOGICAL factors.

Heredity is the transmission of the qualities from the parents to the children through a biological mechanism lying in the chromosomes of the germ cells.

Physical stature, facial attractiveness, temperament, sex, muscle composition and biological rhythms are the examples of heredity characteristics that are generally influenced by who one’s parents are.

22. Types of learners or learning styles,

Learning style refers to the ability of an individual to learn,

Accommodator

Diverger

Converger

Assimilator

23. List out 5 components of Learning.

5 components:-

i. Learning involves change, be it good or bad.

ii. Relatively permanent.

iii. Acquired through experience.

iv. Experience is necessary for learning – as through reading.

v. Learning is a life – long process.

24. Discuss various theories of personality.

Psycho analytical theory.

Socio – psychological theory.

Trait factor theory.

Holistic/ self – theory of personality.

25. Explain different theories of learning.

4 theories:-

- i. Classical conditioning ii. Operant conditioning iii. Cognitive learning iv. Social learning

26. State Organizational Behaviour Modification.

Organizational behavior modification exercise begins with identification of critical behavior relevant to organizational performance.

These behaviors are measured, and if there is discrepancy between desirable behavior and measured behavior, no further action is necessary.

If there is discrepancy, further steps of Organizational behavior modification are required.

These steps are functional analysis of behavior, using intervention strategies for behavior modification and finally evaluating the behavior.

27. Discuss measurement of attitudes.

Self report

Likert scale

O's good's scale

Sociometry

28. List out positive attitudes in the organization.

Positive attitude –

Increase productivity

Fosters team work

Solves problems

Improves quality

Makes for congenial atmosphere.

Breaks loyalty

Increases profits

Fosters better relationships with employees, employers and customers.

Reduces stress.

Makes for a pleasing personality.

29. Explain factors influencing perception.

Situational factors

(Physical setting, social setting, organizational setting)

↓

Perceivers	individuals	characteristics of
characteristics →	perception ←	the perceived
(Needs		(nature
Experiences		size
Values		appearance
Attitudes		location, etc)
Personality)		

Consider 2 factors:-

Internal factors:-

Needs & desires

Personality

Experience

External factors:-

Size

Intensity

Frequency/repetition

Contrast

Status

Movement

Now the details,

Internal factors:-

Needs & desires:- perception varies depending upon variations in his/her needs and desires from time to time. (individual needs, desire & wants).

Personality:- self – accepting individuals perceive themselves as liked, wanted and accepted by others. (looking glass personality, individual accepted by others)

Experience:- experience and knowledge serve as basis for perception. While one's successful experience enhance his/her perceptive ability.

Successful experience also helps perceiver understand stimuli with more accuracy. (scientist, philosophers given the experience/ new employee ask to the existing employee).

External factors:-

Size:- size attracts the attention of the individual. A full – page spread advertisements attracts more attention than a few lines in a classified section. The reason is not difficult to seek (Very easy to find out). The size establishes dominance and enhance perceptual selection. For example, textile shops, advertisements.

Intensity: - the more likely it is to be perceived. As an example, a loud noise or strong odour will be noticed more than a soft sound & weak odour. Advertisers also use intensity to attract and gain the consumer's attention.

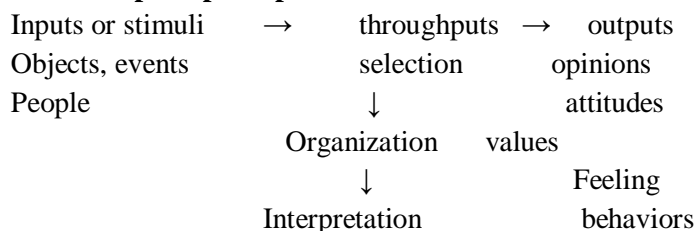
Frequency/ repetition:- the repetition principle states that a repeated external stimulus is more attention – getting than a single one.

It is for this reason that advertisers go for repetitions advertising to gain the customers' attention to their product.

Contrast:- back ground will receive more attention. For example, white lettering on a red back ground are more attention – attracting. (Vodafone)

Status:-high status people influence the low status people.

30. Draw the perceptual process.



31. State Felt emotions & Displayed emotions.

Felt emotions (deep acting):-

Felt emotions are an individual's actual emotions.

Displayed emotions (surface acting):-

Displayed emotions are those that an organization requires workers to show and considers appropriate in a given job. They're not innate; they're learned.

For example, a sales person who has learned to smile and appear friendly

32. Write down the definitions of attitudes.

Attitudes are evaluative statements – either favorable or unfavorable – about objects, people, or events. They reflect how we feel about something.

When I say "I like my job" I am expressing my attitude about work.

Attitudes represent beliefs, feelings and action tendencies towards objects, ideas or people.

33. Mention components of attitudes.

3 components of attitudes:-

1. Affective
2. Cognitive
3. Behavior

“Known as ABC model”.

An affective component: -

The feelings, set sentiments, moods and emotions about some idea, person, event or object

“The emotional or feeling segment of an attitude”

A cognitive element: –

The beliefs, opinion, knowledge, or information held by the individual; and

“The belief or opinion segment of an attitude”

A behavioral component: –

The predispositions to get on a favorable or unfavorable evaluation of something

“An intention to behave in a certain way toward someone or something”.

34. Discuss values.

Milton Rokeach, a pioneer in studying human values, conducted a research survey on human values.

35. What are the types of values?

Terminal values	Instrumental values
1. world peace	1. Honesty
2. Happiness.	2. Forgiving Nature.
3. Equality.	3. Helpfulness.
4. Achievement.	4. Self-Control.
5. Inner peace.	5. Independence.
6. Beauty in nature.	6. Obedience.
7. Family security.	7. Ambition.
8. Self-respect.	8. Open-Mindedness.
9. Salvation.	9. Cleanliness.
10. Friendship.	10. Affection and Love.
11. Mature love.	11. Politeness.
12. Pleasure.	12. Rationality.
13. Freedom.	13. Responsibility.
14. Wisdom.	14. Courage.
15. Prosperity	15. Competence.
16. National security.	16. Cheerfulness.
17. Social respect.	17. Intelligence.
18. Exciting life.	18. Imagination.

36. What is impression management?

The purpose of impression management or self – presentation is to regulate or monitor what others perceive of us.

We mostly tend to try to present ourselves in a socially desirable or acceptable way in order to impress others.

The employees tend to present themselves in an acceptable way to their superiors in order to be rated high in the performance appraisal or to be employed or promotion or salary increase and the like.

The impression management strategies include enhancing the positive behavioral outcomes and reducing the negative behavioral outcomes.

In addition, the employees would like to give the impression that are capable of more than what they really are.

In addition, they use other strategies like hiding the weak nesses, dissociation with the trouble makers, apologizing for their mistakes, associating with the positive impression – makers and the like.

The impression techniques that the candidates use include dressing, speaking and elaborating acts.

Like, Pothys silks sarees.

37. State Emotional labour.

Every employee expends physical and mental labor when they their bodies and cognitive capabilities, respecting into their job. But jobs also require emotional labor.

Emotional labor is an employee's expression of organizationally desired emotions during interpersonal transactions at work.

The emotional labor emerged from studies of service jobs.

Airlines expect their flight attendants, for instance, to be cheerful.

Emotional labor is relevant to almost every job.

Your managers expect you, for example, to be courteous, not hostile, in interactions with co – workers.

The true challenge arises when employees have to project one emotion while simultaneously feeling another.

This disparity is emotional dissonance, and it can take a heavy toll on employees.

38. Discuss Emotional intelligence.

(EI) Emotional Intelligence is a person's ability to

Be self aware (to recognize her own emotions when she experience them),

Detect emotions in others, and

Manage emotional cues and information.

People who know their own emotions and are good at reading emotion cues – for instance, knowing why they're angry and how to express themselves without violating norms – are most likely to be effective.

EI refers to the awareness and ability to manage one's own emotions as well as the ability to be self – motivated, to feel what others feel, and to be socially skilled. It is EI that matters for success of an individual.

39. What are the types of emotions?

Anger	Pride	Hatred
Sadness	Wonder	Happiness
Contentment	Disgust (ill feeling)	Fear
Embarrassment (shame)	Surprise	Enthusiasm
Hate	Joy	Affection
Jealously (Distrust)	Disappointment	Desire
Frustration	Love	Hope

40. What is emotional dissonance?

People doesn't know their own emotions and are good at reading emotion cues – for example, unknowing why they're angry and how to express themselves with violating norms –unconscious mind.

41. What is felt emotions?

Felt emotions are an individual's actual emotions.

42. What is displayed emotions?

Displayed emotions are those that an organization requires workers to show and considers appropriate in a given job. They're not innate; they're learned.

For example, a sales person who has learned to smile and appear friendly

Displaying fake emotions:-

Deep acting

Surface acting.

43. Discuss surface acting and deep acting.

Surface acting:-

Surface acting is hiding one's inner feelings and forgoing emotional expressions in response to display rules.

For example, when a worker smiles at a customer even when he doesn't feel like it, he is surface acting.

For example, displayed emotions.

Deep acting:-

Deep acting is trying to modify one's the inner feelings based on display rules. For example, felt displayed.

For example, a health care provider trying to genuinely feel more empathy for her patients is deep acting.

Research shows that surface acting is more stressful to employees than deep acting.

44. Define perception.

According to UDAI PAREEK and others "perception can be defined as the process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data".

For example,

Receiving – so many companies

Selecting – few companies

Organizing – gather the information about the companies

Interpreting – evaluation which one is suitable for me.

Checking – all the statements are true or wrong.

Reacting – send the applications/attend the interview.

Stephen Robbins defines perception as "a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment",

Fred Luthans " perception is an important mediating cognitive process through which persons make interpretations of the stimulus or situation they are faced with".

Perception includes all those processes by which an individual receives information about the environment – seeing, hearing, feeling, tasting, and smelling.

45. Define motivation.

According to FRED LUTHANS "Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive".

According to STEPHEN P. ROBBINS "Motivation is the willingness to exert (use, apply) high levels of effort toward organizational goals, conditioned by the effort ability to satisfy some individual need".

46. List out types of motivation.

2 types:-

Positive motivation or pull mechanism

Negative motivation or push mechanism

Now the details,

i. Positive motivation or pull mechanism:-

Consider 2 ways. Financial or non financial.

Monetary motivation:-

Different incentives

Wage plans

Productive bonus schemes, etc.

If offer – the worker get a better standard of life.

Non Monetary motivation:-

Praise for the work

Participation in management

Social recognition

Satisfy the ego of a man.

Positive motivation seeks to create an optimistic atmosphere in the enterprise.

Positive motivation involves identifying employee potentialities and make him realize the possible result by achieving his potentialities.

Positive motivation can be referred as “ Anjaneya type of motivation” in Ramayana.

ii. Negative motivation or push – mechanism:

One can get the desired work done by installing a fear complex in the minds of people. In this method of motivation, fear of consequences of doing something or not doing something keeps the worker in the desired direction.

12 MARKS

1. Explain the determinants of personality and types of personality.
2. “Types of Learners” – Elucidate.
3. Discuss various theories of personality.
4. Explain different theories of learning.
5. State Organizational Behaviour Modification.
6. Discuss measurement of attitudes
7. Explain factors influencing perception.
8. Draw the perceptual process.
9. State Emotional labour. What are the types of emotions?
10. Discuss Emotional intelligence.

UNIT-III

2 MARKS

1. List out 2 types of groups.

Formal groups	Informal groups
<ul style="list-style-type: none">• Command group:- manager gives the order to the supervisor. Supervisor direct & guide to the employees to complete the tasks.• Task group: persons working together to complete a common task.• Project group: project groups are formed to complete a specific project.• Committees: group framed, for the purpose of solve the problem.	<ul style="list-style-type: none">• Friendship groups:- associations of people who like each other & who like to be together.• Interest groups:-individuals who may not be members of the same organization. But they are united by their interest in a common issue.

2. What is Brain - storming?

Developed by ALEX OSBORN, 1938 in an AMERICAN COMPANY for encouraging creative thinking in group of 6 to 8 people.

The sessions last from 10 minutes to 1 hour and do not require.

3. List out Team building strategies.

Select those members who can contribute to the achievement of organizational goal/strategy.

Balance the team structure.
Each member should have something to contribute.
Free flow of communication.
Team structure follows strategy.
Decide appropriate team style for the strategy.
Cross -functional team
Cross- team role players
Strong bonds with other formal/informal teams.

4. List out Team roles.

The people act as,
Team leader, critic/challenger, implementer, external contact, co-ordinator, Idea generator, inspector, contributor, communicator.

5. Discuss the elements of organizational structure.

Division of labour
Departmentalization
Span of control
Delegation of authority
Centralization & decentralization
Formalization

6. Explain group decision making techniques.

4 steps:-

Diagnose the problem(Identify the problem)



Developing alternatives (getting ideas & suggestions from employer, employees, &experts)



Evaluating the alternative (minus and plus)



Implementation & monitoring the decision.

7. How to improve group decisions making.

- i) Brain- storming ii) Nominal group technique
- iii) Delphi technique iv) Consensus mapping.

8. Explain interpersonal relationship.

Verbal communication.
Oral, written, electronic.
Non verbal communication.
Body language, tone of voice, touch.

9. Discuss factors influence organizational structure.

Corporate strategy.
Size.
Technology.
Environment.
Capacity.
Complexity.
Volatility. (instability)

10. What is centralization and decentralization?

Centralization – individual authority. Person holds authority and responsibility.
Decentralization – sharing the responsibility to the employees.

12 MARKS

1. How to improve group decisions making.
2. Describe organizational structure.
3. How do format the organizational structure?
4. Explain various groups in organization.
5. Discuss group dynamics.
6. Explain interpersonal relationship.
7. Discuss factors influence organizational structure.
8. Explain different styles of leadership.
9. Explain group decision making techniques.
10. Team building- Elucidates.
11. Draw the communication process. Explain various channels of communication.

UNIT-IV

2 MARKS

1. Explain different styles of leadership.

Free- rein or laissez-faire style

Autocratic style

Democratic style

Participative style

2. Different theories of leadership.

Traditional theories

Behavioural theories

Contingency theories of leadership

Modern theories.

3. Discuss Leaders Vs Managers.

Mangers	Leaders
Administers	Innovates
A copy	An original
Maintain	Develops
Focuses on systems and structures.	Focuses on people
Relies on control	Inspires trust
Short-range view	Long- range perspective
Asks how and when	Asks what and why
Eye on the bottom line	Eye on the horizon
Imitates	Originates
Accepts the status Quo	Challenges the status Quo
Classic good soldier	Own person
Does things right	Does the right thing

4. Define power.

J.Pfeffer defines power as “the capacity of a person, team, department or an organization to influence others.”Power is the potential to change others' attitude or behavior.

Power may be:-

An act of one person (realized potentiality)or

Potentiality or capacity of one person.

5. List out sources of power.

Coercive power

Reward power

Legitimate power

Expert power

Referent power

6. What is contingency power?

Power can be realized and used the presence of certain conditions. These conditions are also called contingencies of power. The contingencies of power include: substitutability, centrality, discretion and visibility.

7. Short notes on Referent Power.

Referent Power also comes from within. It is the individual's ability to influences the others' behavior through interpersonal relations, amicable, pleasing personalities and charisma. Charisma is a form of interpersonal attraction whereby followers develop a respect for and trust in the charismatic individual. Executives with referent power influence the subordinates to follow his direction and orders willingly. People with referent power motivate the subordinates easily.

8. What is Coercive power?

Coercive power is the ability to apply punishment. Superiors have Coercive power through their authority to reprimand, demote and retrench employees. This power is dependent on fear on the part of the subordinate. Employees react to the fear of negative consequences which take place, if one fails to comply with the superior's commands. Expert employees can also have the coercive power of threatening the management of quitting during the periods of crisis.

9. Mention organizational politics.

Political behavior of the employees cannot be eliminated completely .political behaviour sometimes contributes to the achievement of organizational goals. Managements can maximize the desirable outcome of organizational politics by regulating the dysfunction political activities. Strategies to regulate dysfunction political activities include:

Sufficient supply of resource: minimize the superior's discretion over critical resource by ensuring sufficient supply of material, financial, human and other resources.

Clear rules: formulate the clear rules regarding the distribution of critical resource when they are scare even after taking all possible steps.

Open communication: open communication allows communication flow of freely in all directions through the establishment of intranets facility.

Employee involvement: involve the people in decision-making and implementation areas.

Empowerment: empower the people, so that their human resources are used for organizational effectiveness.

Flat organizational structure: follow the flat and team organizational structure where the people have to attend to the challenging activities and thereby do not find time for political activity.

Open door policy: follow open door policy and open-mined approach in sorting out the issues.

10. What is democratic leadership style?

Manager gives the opportunity to the employees for the participation of decision making process.

Employees can express their views and opinion for the development of business.

12 MARKS

1. Different theories of leadership.
2. Discuss Leaders Vs Managers.
3. Explain different styles of leadership.
4. Describe various sources of power.
5. Elaborate various power centres.
6. Power and politics – Elucidate.

UNIT-V
2 MARKS

1. Define organizational culture.

According to Campbell, 'organizational culture is concerned with how employees perceive the basic characteristics like individual, autonomy, structure, reward, conflict & consideration.

Every organization has a unique and distinct culture of its own. Therefore, one organization can be distinguished from others in terms of culture'.

According to Stephen P. Robbins, 'organizational culture is a relatively uniform perception held by the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it integrates individual group and organization system variables'.

2. List out characteristics of organizational culture.

Assumptions & values.

Sharing of perceptions.

Risk-taking.

Management.

Employees' inclination (learning).

Team building.

Competitiveness.

Stability.

Structure.

3. List out the functions of organizational culture.

Culture supplements rational management tools.

Culture facilitates induction.

Culture promotes code of conduct.

Sub – cultures contribute to organizational diversity.

Culture facilitates recognition.

Culture provides self-satisfaction.

Culture provides opportunity to set the standards of performance.

Culture guides and controls the employees.

Culture directs employee behavior towards goal achievements.

Culture makes people development-oriented.

Culture develops positive attitude.

4. Describe methods of sustaining culture.

Methods of sustaining culture

Top management-decide the values & attitudes.

Selection policy-vision, mission & policy framed.

Training & development programme -make the training & development.

Socialization- adaptation process.

5. How to learning the culture?

Culture is learnt in various forms,

Instructions-leaders are like parents who give certain instructions which the new employees are expected to follow.(parents & teachers etc.)

Stories-parents & peers tell stories of outstanding personalities to children & children try to transfer them into practice.

Rituals-rituals no doubt, inculcate culture.

Birth celebration, naming ceremony and marriage functions are some of the living examples of the formation of culture.

Similarly, the organization performs several formalities, which may be referred as rituals- employee selection process-such as screening test, written test, group discussion, attitude measurement and interview are important rituals, which form the organizational culture.

Language:

Language acts as a basis for the organizational culture. It carries culture because its literature contains full of cultural facts and fictions.

Behavioral pattern of employees:-

The facilities enjoyed by the top management have a great influence on the organizational culture.

Authoritative, participative, individualistic, socialistic & other kinds of behaviors influence the behavior of employees.

6. Define organizational climate.

Fore hand & gilmer "organizational climate possesses a set of characteristics describing an organization.

"Set of characteristic that describe an organization and that: 1. distinguish one organization from another, 2. are relatively enduring over a period of time, and 3. influence the behavior of people in the organization".

7. List out factors affecting organizational climate.

Consider 2 factors,

i. Overt factors:-

Hierarchy, financial resources,
Goals of organization, skills and abilities of
Personnel, technological state, performance
Standards, efficiency measurements.

ii. Covert factors:-

Attitudes, feelings, values, norms,
Interaction, supportiveness, satisfaction.

8. Mention importance of organizational climate.

Individual freedom to exercise responsibility.

Extent of position structure.

Reward orientation.

Task orientation.

Relations orientation or consideration.

Job satisfaction among employees.

Morale.

Control systems.

Maintaining high standards of excellence in every area of operation and evaluation.

Encouragement for participation and group decision and its implementation.

Encouragement for innovation and freedom to act upon ideas.

High value assigned to interpersonal amity and tolerance of individual differences.

9. Define job satisfaction.

"Job satisfaction is a positive attitude towards one's job".

When the attitude of an employee towards his or her job is positive, there exists job satisfaction.

Dissatisfaction exists when the attitude is negative.

10. Mention the determinants of job satisfaction.

Organisational factors:-

Wages, promotions , nature of work, organizational policies & procedures, working conditions (temperature, humidity, ventilation, lighting & noise, hours of work, cleanliness of the work place & adequate tools & equipment etc.

Group factors:-size, supervision, etc.

Individual factors:-several personality variables, status, interests, one's general life satisfaction.

11. Describe measurement of job satisfaction.

Rating scales.

Critical incidents

Interviews

Action tendencies

Likert scale

Use of existing information.

12. Define organizational change.

Definition of organizational change:- “significant alternation in any one or more of the tasks, techniques, structure and people of the organization.

Pareek (1982)s “A relatively enduring alteration of the present state of an organization or its components and their differentiated and integrated functions in totality and partially, in order to obtain greater viability in the context of the present and anticipated future environment.”

13. Explain change process.

Unfreezing the situation



Moving to the new condition



Refreezing

14. Describe resistance to change & reasons for resistance.

I. Economic reason: classified into 3 groups

a. Fear of reduction in employment:

Due to the change in technology, methods of work, quantity or quality of work etc. This fear leads to resistance to change on the part of people.

Opposition to automation is an example to it.

b. Fear of demotion:,

Employees may fear that they may be denoted if they do not possess the new skills required for their jobs, after the introduction of changes. Hence, they prefer

“Status quo”.

c. Fear of work load:,

Changes in work technology and methods may lead to the fear that workload will be any corresponding increase in their salaries and benefits.

This feeling creates resistance to changes.

II. Personal reasons:

Divided into three classes

a. Need for training

If changes in technology and work organization necessitate training and re-learning on the part of employees. It may lead to resistance, as all do not like to go for refresher and retraining courses off and on.

b. Boredom and monotony:

If the proposed change is expected to lead to greater specialization resulting in boredom and monotony, it may also be resisted by employees.

c. No participation in changes:

Some employees resist any change as they are critical of the situation and they are not being given any part in decision –making process for change.

When they do not understand fully the implication of changes, they resist it.

III. Social Reasons:

a. Need for new social adjustment:

Organizational change requires new social adjustment with the group, work situation and new boss, etc.

All individual are not ready to accept this challenge.

Some people refuse transfer & promotion for this reason only, as they will have to break their present social ties.

b. Taking change as imposed from outside:

Some employees take any change as imposed from outside upon them.

c. Other consideration:

Some employees may consider that every change brought about is for the benefit of the organization only and not for them, their fellow worker or even the general public. Hence, they resist the change.

15. How to managing change?

Education and communication.

Participation and involvement.

Facilitation and support.

Negotiation and agreement.

Manipulation and co-optation.

Explicit and implicit coercion.

16. Define organizational development.

In 1960, Richard Beck hard and Douglas Mc Gregor gave the definition:

According to him, “organization development is an effort (1) planned, (2) organization wised, (3) managed from the top, to (4) increase organization development and health through (5) planned interventions in the organization’s “process”, using behavioral science knowledge”.

Warren Bennis: 1969.”A response to change, a complex educational strategy indented to change the beliefs, attitudes, values and structure of organizations so that can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself.”

17. List out characteristics of organizational development.

Planned change: Also called intervention; it makes OD different from other approaches for change in organization.

Comprehensive change: OD efforts generally involve a total system. The change covers the entire organization.

Emphasis upon work groups: although some OD efforts are aimed at individual and organizational change, most are oriented towards groups. There is a socio logical flavor to much of OD.

Long -range change: OD takes months or years to implement. The as process is not intended to be stop gap measure.

Participation of a change agent: the services of an outside expert are generally retained to implement the OD process. “Do it yourself” programmes are discouraged.

Emphasis on intervention: the OD approach results in an active intervention of the change agent in the ongoing activities of the organization.

Collaborative management: in contrast to the traditional management structure in which orders are issued at upper levels and simply carried out by lower levels, OD stresses collaboration among levels. Organizations are viewed in a system perspective.

Organizational culture: it includes the following: accepted patterns of behaviour, norms, organizational objectives, values system, and the like.

Action Research: the process of identifying the organization's specific problems, gathering and analyzing organizational data, and taking action to resolve problems, constitutes "action research". It is in sharp contrast to "hypothesis testing research", which problems or situations that are of interest to organizations generally but which may not be relevant to a specific organization.

18. What are the objectives of organizational development?

Developing a viable system.

Increasing trust level etc.

Creating an environment to augment authorized assigned role.

Developing a sound communication system.

Increasing the responsibility of group.

Optimizing a sound communication system.

Concerned more about collaboration.

Creating suitable condition for resolving conflicts.

Emphasis on information.

Identification of numbers etc. with the organization.

19. Describe organizational development (OD) intervention.

Change the structure.

Process consultation

Survey feedback.

Team building.

Inter-group development.

Role negotiation.

Sensitivity training.

Management by objectives.

Grid development.

Process consultation.

20. What is sensitivity training?

Sensitivity training is a technique for enhancing individual self-awareness and self-perceptions, and for changing behavior through unstructured group discussion. Under a sensitivity training programme, participants sit in a room without any agenda or discussion topic or other obvious purpose. The aim is to allow participants to discuss themselves, to observe and discuss the ways in which they interact together, and to exchange feedback on their interactions - Kurt Lewin 1946.

21. What is MBO?

Managing by objectives is a behavioral technique. It integrates the company's need to achieve its goals for profit and growth with the manager's need to contribute and develop him.

22. What is process consultation?

Process consultation includes a set of activities on the part of a set of activities on the part of a Consultants, which help the client to perceive, understand, and act upon process events, which occur in the client's environment.

23. Define organizational effectiveness.

The term "organizational effectiveness" more often it is rather difficult to define the term precisely.

The finance manager equates effectiveness with return on investment or market capitalization.

While the marketing manager equates effectiveness with increase in sales. The human resources managers prefer to mean effectiveness with employee satisfaction. While research and development managers mean effectiveness to innovations.

According to Amitai Etzioni, effectiveness is “the degree to which organization realizes its goals. Organizational effectiveness “is the extent to which an organization, given certain resources and means, achieves its objectives without placing undue strain on its members”. Thus organizational effectiveness is more concerned with the achievement of organizational objectives. The term efficiency is used quite closely to effectiveness.

24. Differentiate Effectiveness Vs Efficiency.

Efficiency is doing the things right. In other words, efficiency is the ratio between input and output.

It is also termed as productivity.

Efficiency is producing maximum output with a unit of input or reducing the input to produce the same level of output.

25. Explain 5 approaches of organizational effectiveness.

It is doing the right things.

It's also contributes for its long run success.

It refers to the achievement of organizational goals by performing functions and using resources.

26. Define stress. List out work stressors.

Management strategies and planning:-

Down sizing

Competitive processes

Pay based on results

Strict rules and regulations

High technology

Flexible work.

Organization designs and structures:-

Centralization and formalization

Mechanical structure

Narrow specialization

Role ambiguity and control.

Organizational processes:-

Tight controls

Only downward communication

Little performance feedback

Centralized decision-making

Automatic leadership styles

Use of appraisal for punishments.

Poor working conditions:-

Crowded work area

Noise, heat or cold

pollution

Strong odour

Unsafe condition

Poor lighting and ventilation

Toxic chemicals.

All the factors comes under ‘JOB STRESS’.

27. What are the causes of stress?

Crowded work area
Noise, heat or cold
pollution
Strong odour
Unsafe condition
Poor lighting and ventilation
Toxic chemicals.
Role ambiguity and control.
Down sizing
Competitive processes
Pay based on results
Strict rules and regulations
High technology
Flexible work.

28. How to prevent & manage the stress?

Stress is a messenger-listen to it.
Consider your pressures a challenge. Your coping ability will increase.
Meet, greet and beat your stress successfully.
Don't compare yourself with others. You are unique.
Do not repeat your past mistakes; past is a cancelled cheque.
Do not worry about future. Future is a promissory note.
Don't be jealous, be content.
Don't feel superior, give up your ego.
The world is a huge drama. Don't get upset by scenes of sorrow and tragedy.
Spare time to help others and your worries will soon be forgotten.
When you are ill or facing problems, be happy, you are simply paying off past debts.
Your critics are instruments to carry you forward, so consider them as well-wishers.
Don't criticize others behind their back.
Don't think of taking revenge. Forgive and forget.
Give happiness to others, never think of giving sorrow.
Observe your mind, control your mental traffic, and you won't have irrelevant thoughts.
Laughter is an antidote to stress. Laugh at your mistakes but not at others.
Surrender all your worries to god and relax.
Practice meditation for 15 minutes daily. It will bring peace, bliss and relaxation of mind and body.

29. Describe the balance of work life.

Flexible working hours and flexible working place;
Telecommuting
Introduction of stress releasing measures;
On the job training for imparting skills to do the job in a smart way;
Introduction of employee – assistance programmes;
Conducting frequent surveys to understand the work-balance issues and designing appropriate measures to reduce the imbalance;
Introduction of job – sharing mechanisms;
Providing benefits for additional time consumed by the job;

Encourage the employees to avail recreational leave and sick leave by designing paid leave programmes;

Introduction of special leave programmes for women like fully paid maternity leave that provide them job security while on leave also;

12 MARKS

1. How to learning the culture?
2. Mention the determinants of job satisfaction.
3. Describe measurement of job satisfaction.
4. Explain change process.
5. Describe resistance to change & reasons for resistance.
6. How to managing change?
7. Describe organizational development (OD) intervention.
8. Explain 5 approaches of organizational effectiveness.
9. What are the causes of stress? How to prevent & manage the stress?
10. Describe the balance of work life.

CASE STUDY:

1. OVER WORK AND SATISFACTION

Europeans pride themselves on their quality of life, and rightly so. A recent world wide analysis of quality of life considered material well- being, health, political stability, divorce rates, job security, political freedom, and gender equality. The US ranked 13th. The first 10 nations in the list were all in Europe, except Australia, which ranked 6th. India ranked a dismal 73rd in the study.

Many Europeans would credit their high quality of life to their nations' free health care, generous unemployment benefits, and greater emphasis on leisure as opposed to work. Most European nations mandate restricted work week hours and a month or more of vacation time. Indian workers, however, usually have long working hours, especially in the IT and BPO sectors, where even senior managers need to work against their biological clock. Similarly, workers in the US are among those with the longest average working hours and the fewest vacation days in the world. Juliet Schor, a Harvard economist, argues the US

"Is the world's standout workaholic nation" and that US workers are trapped in a "squirrel cage" of overwork. Some argue that mandated leisure time would force companies to compete within their industry by raising productivity and product quality, rather than by requiring workers to put in more hours.

Many European nations limit the work hours employers can require. France, Germany and other nations have set the workweek at 35 hours. Recently, after much debate, the French parliament voted to do away with the rule, to allow French companies to compete more effectively by paying employees for longer hours if required. Opponents say letting the individual decide how much to work will inevitably detract from quality of life and give employers power to exploit workers. A French union leader said, "they say it's the worker who will choose how much to work, but they're lying because it's always the employer who decides." Similarly, a senior manager working out of India in IBM says, I sometimes end up working 18 hours a day 10 hours at the office and 8 hours at night taking calls from clients. It is not possible for me to decide how and when I can sleep or schedule family time, because we, after all, have to satisfy our clients."

Questions:

1. Do you think quality of life of employees would improve if they spent fewer hours working?
2. Do you think the government should mandate the work hours of an individual? Why or why not? Do you think the French parliament was right to eliminate the 35hours workweek limit?
3. Do you think employers have an obligation to consider the quality of life of their employees? Could such an obligation mean protecting employees from being overworked?
4. What do you think companies like IBM should do in India to relieve the stress of their employees?

ASSIGNMENT TOPIC

1. Identify various types of emotions and personality types. Determine what type of personality you are. Give some examples of types of emotions.
2. Stress management. Find out causes of stress and how to reduce the stress.
3. Seek out leadership qualities. What types of leadership styles needed for a MBA Student.
4. Imagine you are the boss. How do motivate to the employees.
5. In what way develop your interpersonal skills. Elucidate.