AVS

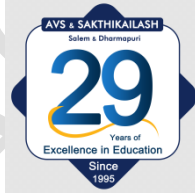## COLLEGE OF ARTS & SCIENCE (AUTONOMOUS)

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Study Material

Paper Name	:	**ORGANIZATIONAL BEHAVIOUR**
Paper Code	:	23UBXC002
Batch	:	2024-25
Semester	:	Odd Semester
Staff In charge	:	R. JOTHIGA

PRINCIPAL

MODELQUESTIONPAPER

TIME:3 HOURS   MAXIMUM :75MARKS

PART–A (15 x1=15Marks)

[AnswerallQuestions]

FromUnit–I
FromUnit–I
FromUnit–I
FromUnit–II
FromUnit–II
FromUnit–II
FromUnit–III
FromUnit–III
FromUnit–III
FromUnit–IV
FromUnit–IV
FromUnit–IV
FromUnit–V
FromUnit–V
FromUnit–V

PART–B   (2x5 =10Marks)

[Answer ANY TWO Questions &Answertoeachquestionshallnotexceedthreepages]

FromUnit–I
FromUnit– II
FromUnit– III
FromUnit– IV
FromUnit– V

PART– C (5x10 =50Marks)

[AnswerALL FIVE Questions & Answer to each questions h all not exceed six pages]

A)FromUnit– I   ORB)FromUnit– I
A)From Unit – II OR B)From Unit – II
A)From Unit – III OR B)From Unit – III
A)From Unit – IV OR B)From Unit – IV
A)From Unit – V OR B)From Unit – V

ORGANIZATIONAL BEHAVIOR

UNIT – I

INTRODUCTION:

Concept of Organizational Behavior (OB): Nature, Scope and Role of Organizational Behavior: Disciplines that contribute to Organizational Behavior; Opportunities for Organizational Behavior: importance of Organizational Behavior

UNIT – II

INDIVIDUAL BEHAVIOUR:

1.   Learning, attitude and Job satisfaction: Concept of learning, Concept of attitude, components, behavior and attitude. Job satisfaction:

2.   Motivation: Concept; Theories (Hierarchy of needs,

3.   Personality and Values: Concept of personality; Big Five model. Linking personality and values to the workplace

4.   Perception, Decision Making: Perception and Judgements;Factors; Linking perception to individual decision making

UNIT – III

GROUP BEHAVIOUR:

1. Groups and Work Teams: Concept: Five Stage model of group development; Group norms, cohesiveness; Group think and shift; Teams; types of teams; Creating team players from individuals and team based work (TBW)

2. Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies);

Contingency theories (Fiedler, Hersey and Blanchard, Path- Goal);

UNIT – IV

ORGANISATIONAL CULTURE AND STRUCTURE:

Concept of culture; Impact (functions and liability); Creating and sustaining culture: Concept of structure, Prevalent organizational designs: New design options.

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UNIT – V

ORGANISATIONAL CHANGE, CONFLICT AND POWER:

Forces of change; Planned change; Resistance; Approaches (Lewin's model, Organizational development); Concept of conflict, Conflict process; Types, Functional/ Dysfunctional. Introduction to power and politics.

ORGANIZATIONAL BEHAVIOR

UNIT – I

INTRODUCTION

INTRODUCTION OF OB:

➤ Organizational behavior is the academic study of how people interact within groups. The principles of OB are applied primarily in attempts to help businesses operate more effectively.

➤ Organizational behavior is the study of how people interact in group settings.

➤ This field of study includes areas of research dedicated to improving job performance, increasing job satisfaction, promoting innovation, and encouraging leadership.

➤ The Hawthorne Effect, which describes the way test subjects' behavior may change when they know they are being observed, is the best-known study of organizational behavior.

➤ Organizational behavior is a foundation of corporate human resources, encompassing elements such as employee retention, engagement, training, and culture.

➤ Organizational behavior is a subset of organizational theory which studies a more holistic way of structuring a company and managing its resources.

DEFINITIONS OF OB:

• According to **Stephen P Robbins** - "Organizational behavior is a field of study

That investigates the impact that individuals, groups and structure have on

Behaviours within the organizations for the purpose of applying such knowledge

Towards improving an organizations effectiveness".

• According to **Fred Luthans** - "Organizational behaviour is directly concerned

With the understanding production and control of human behaviour in

Organization".

- According to **Raman J Aldag** – "Organisationalbehaviour is a branch of the Social sciences that seeks to build theories that can be applied to predicting, Understanding and controlling behaviour in work organizations".

NATURE OF ORGANIZATIONAL BEHAVIOUR

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

By definition, a discipline is an accepted science that is based on a theoretical foundation. But, O.B. has a multi- interdisciplinary orientation and is, thus, not based on a specific theoretical background. Therefore, it is better reasonable to call O.B. a separate field of study rather than a discipline only.

2. **An Interdisciplinary Approach:**

Organizational behaviour is essentially an interdisciplinary approach to study human behaviour at work. It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analyzing organizational behaviour.

3. **An Applied Science:**

The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and O.B. is that while the former concentrates of fundamental researches, the latter concentrates on applied researches. O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

4. **A Normative Science:**

Organizational Behaviour is a normative science also. While the positive science discusses only cause effect relationship, O.B. prescribes how the findings of applied researches can be applied to socially accept organizational goals. Thus, O.B. deals with what is accepted by individuals and society engaged in an organization. Yes, it is not that O.B. is not normative at all. In fact, O.B. is normative as well that is well underscored by the proliferation of management theories.

5. **A Humanistic and Optimistic Approach:**

Organizational Behaviour applies humanistic approach towards people working in the organization. It, deals with the thinking and feeling of human beings. O.B. is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualize these potentials if they are given proper conditions and environment. Environment affects performance or workers working in an organization

6. **A Total System Approach:**

The system approach is one that integrates all the variables, affecting organizational functioning. The systems approach has been developed by the behavioural scientists to analyses human behaviour in view of his/her socio-psychological framework. Man's socio- psychological framework makes man a complex one and the systems approach tries to study his/her complexity and find solution to it.

7.Goal-Oriented

The primary aim of OB is to apply knowledge to improve an organization's effectiveness. This involves enhancing job performance, increasing job satisfaction, promoting innovation, and encouraging leadership and effective communication.

SCOPE OF ORGANIZATIONAL BEHAVIOUR

1. Individual Behaviour

Personality and Traits: Individual behaviour studies how unique characteristics like introvert and extrovert employees as well as emotional stability impact work performance and interactions.

Attitudes and Job Satisfaction: It examines how employee attitudes towards their job, colleagues, and company affect motivation, productivity, and retention.

Perceptions and Cognitive Biases: Understanding how employees perceive their environment and how cognitive biases influence their decisions and actions helps minimize misunderstandings and errors.

Motivation and Incentives: This includes understanding what drives employees to perform well, such as intrinsic and extrinsic motivators, and how incentives can boost engagement and productivity.

Learning and Development: It focuses on how individuals acquire new skills and knowledge and the impact of training programs on performance and career progression.

2. Group Dynamics

Communication Patterns: Group dynamics studies how information is shared within a team, the effectiveness of communication channels, and how clear and open communication leads to better collaboration.

Leadership Roles: It examines different leadership styles within groups, how leaders influence group performance and the impact of leadership on team morale and motivation.

Team Cohesiveness: Understanding what makes a team cohesive, including trust, shared goals, and mutual respect, and how cohesion affects productivity and job

satisfaction.

Conflict Resolution: It involves studying the sources of conflict in groups, how conflicts are managed, and strategies for resolving disputes to maintain a positive and productive team environment.

Group Decision-Making: Exploring how groups make decisions and how different perspectives lead to innovative solutions.

3. External Environment

Economic Conditions: It is important to understand how factors like economic growth, inflation, and unemployment rates influence organizational strategies, employee behaviour, and overall business performance.

Technological Advancements: People must study the impact of new technologies on work processes, and employee skills requirements. It is also important to understand the impact of continuous learning and adaptation.

Social Trends and Demographics: There is a need to examine how changes in societal values, cultural trends, and workforce demographics affect organizational policies, diversity initiatives, and employee expectations.

Regulatory Changes: The impact of laws and regulations on organizational operations and compliance requirements must be understood. It is also important to understand how companies adapt to new legal standards.

Globalization and Competition: It is essential to understand how global market trends, competition, and international business practices influence organizational strategies, cross-cultural interactions, and competitive positioning.

4. Organizational Structure

Hierarchy and Authority: Within the scope of organizational behaviour, emphasis is also put on how different levels of authority and clear hierarchical structures influence employee behaviour and decision-making efficiency.

Role Clarity and Responsibilities: It is necessary to understand the importance of well-defined roles and responsibilities in reducing ambiguity, enhancing performance, and ensuring smooth operations.

Types of Organizational Structures: Analyzing various structures like flat, hierarchical, and matrix organizations, and their impact on communication, collaboration, and flexibility.

Workflow and Coordination: Studying how organizational structure affects workflow, the ease of coordination between departments, and the overall efficiency of processes.

Adaptability and Change Management: Exploring how different structures support or

hinder the organization's ability to adapt to changes and implement new strategies or technologies effectively.

ROLE OF ORGANIZATIONAL BEHAVIOUR

Performance Improvement: Organizational Behaviour helps in identifying ways to increase productivity and efficiency, leading to better performance outcomes for both individuals and the organization.

Employee Satisfaction: By understanding the needs and motivations of employees, Organizational Behaviour contributes to creating a work environment that enhances job satisfaction and employee retention.

Leadership Development: Organizational Behaviour provides insights into effective leadership styles and practices, enabling the development of leaders who can inspire and guide their teams.

Change Management: It equips organizations with the tools to manage and adapt to change, ensuring resilience and flexibility in a dynamic business landscape.

Conflict Resolution: OB offers strategies for resolving interpersonal and group conflicts, fostering a harmonious workplace.

Organizational Culture: It plays a significant role in shaping and maintaining a positive organizational culture, which is essential for long-term success.

Team Dynamics: Organizational Behaviour studies how teams work and interact, which is vital for building strong, collaborative teams that can achieve collective goals.

Communication Enhancement: It improves communication within an organization, ensuring that information flows effectively between different levels and departments.

Decision-Making: OB aids in the decision-making process by providing a better understanding of human behaviour and organizational dynamics.

Innovation Encouragement: It encourages innovation by creating an environment where new ideas are valued and employees feel empowered to share their creativity.

OPPORTUNITIES FOR ORGANISATIONAL BEHAVIOUR

1. Developing Skills: The intricate dance of organisational behaviour is pivotal in honing the skills of individuals, ultimately contributing to more effective management within the organisation. It sheds light on the specific skills employees can harness in their roles, delving into aspects like job design and the art of crafting cohesive teams.

2. Navigating Diversity in the Workforce: Picture the organisation as a canvas, woven with a rich tapestry of diversity, race, gender, age, personality, communication style, occupation, organisational function, education, and background. Organisational behaviour steps in as a guiding compass, skillfully navigating the complex nuances of these

differences. It not only identifies but also charts effective strategies to address and harmonies the challenges that arise from this diverse mosaic.

3. Enhancing Customer Service: Organisational behaviour serves as a backstage pass, offering glimpses into the desires of our customers, their preferences, timing, and expectations. This deep understanding becomes the cornerstone for elevating the value we provide to customers, refining our service delivery, and subsequently breathing life into business improvement.

4. Improving Quality and Productivity: Quality and productivity stand as pillars of competitiveness, especially in economies with an open market ethos. Organisational behaviour goes beyond merely observing individual behaviour; it casts its net over tasks, streamlining regulations and processes within the organisation to maximise efficiency.

5. Adapting to Globalisation: The global stage is now commonplace for businesses, facilitated largely by the interconnected world of the Internet. Organisational behaviour is the linchpin that enables this global dance. Beyond deciphering individual behaviours, it dives into understanding cultures, a crucial aspect influencing global business dynamics. This nuanced understanding aids in navigating the diverse landscapes of sellers, customers, and their purchasing choices.

6. Fostering Innovation and Embracing Change: In the ever-evolving landscape of successful organisations, innovation and adaptability reign supreme. Organisational behaviour, with its insightful grasp of people's behaviour and overarching cultures, becomes the catalyst for stimulating innovation and driving change. This understanding fuels the dynamic process of developing products aligned with market demands.

7. Conflict Resolution: The tools provided by organisational behaviour are crucial for comprehending and addressing conflicts within an organisation. Quick conflict resolution is key to enhancing relationships, fostering teamwork, and ensuring smooth operations.

8. Talent Retention: A positive work environment fostered by organisational behaviour aids in retaining skilled employees. The organisation's care for their well-being and provision of a conducive work environment motivate employees and increase their commitment. This reduces employee turnover and cuts down on recruitment and training expenses.

9. Leadership Development: Organisational behaviour assists in identifying various leadership styles and determining which are most suitable for a particular organisation. It equips leaders with the necessary skills and tools, helping them to motivate and inspire their teams effectively.

10. Improved Decision Making: Organisational behaviour plays a key role in improving an organisation's decision-making process. By obtaining some meaningful insights concerning social and psychological aspects that influence decision-makers, decisions can be made more effectively. This approach helps us to remove any biasing possibility in the decision-making process.

Types of Organizational Behaviour

Individual Behaviour

This aspect of OB addresses the individual behaviors of employees. It looks at their orientation, commitment, and performance. To achieve this, it's vital to understand individual behavior so that appropriate management strategies and remedial measures can be crafted to enhance the overall performance of each employee.

Group Behavior

Organizational success is greatly influenced by group dynamics. This aspect of organizational behavior addresses group operations within organizations such as team dynamics, solidarity, and decision mechanisms. Good teamwork helps in improved cooperation, problem-solving, and the creation of groundbreaking ideas or inventions.

Leadership Behaviour

Guiding and motivating teams toward organizational goals requires effective leadership behavior. This facet is concerned with the leadership role in an organization, including the traits of managers, the type of influence that managers have over employees, and various leadership styles.

Organizational Culture

Organizational culture refers to the shared values, beliefs, and understandings that lay down the framework for the organizational practices that employees abide by. These include behavior, decision-making, and employee motivation. For developing an organization, understanding and shaping its culture is crucial for establishing a working environment that reflects the organization's mission and vision.

Organizational Change

Today's world of business embraces change. This area of OB is a study of change dynamics emphasizing resistance to change and techniques for an efficient transition within a company. For organizations aiming at adaptability and relevance in changing marketplaces, effective change management becomes crucial.

Organizational Development

Organizational development is a set of strategies and interventions that enhance an organization's productivity, performance, and efficiency. Some areas include talent development, employee training, and performance management. Organizational development initiatives facilitate skill enhancement and alignment of employee skills with organizational strategic objectives.

Conclusion:

In conclusion, organizational behaviour (OB) is an essential discipline that provides

valuable insights into the complex dynamics of workplaces. It encompasses the study of individual behaviours, group interactions, and organizational structures, offering a comprehensive understanding of how people function within professional settings. OB is instrumental in enhancing performance, fostering employee satisfaction, and promoting effective leadership. It also plays a critical role in managing change, resolving conflicts, and shaping a positive organizational culture. By applying the principles of OB, organizations can create environments that support innovation, collaboration, and ethical practices, ultimately leading to sustained success and growth. OB is not just about observing and understanding behaviour; it's about applying this knowledge to improve the workplace for everyone involved.

Objective Type Questions:
1. Question: What is Organizational Behavior (OB)?
   - A) Study of business strategies
   - B) Study of individual and group behavior within an organization
   - C) Study of market trends
   - D) Study of economic policies

   Answer: B) Study of individual and group behavior within an organization
2. Question: Which disciplines contribute to Organizational Behavior?
   - A) Sociology, psychology, political science
   - B) Marketing, finance, operations
   - C) Biology, physics, chemistry
   - D) Literature, history, geography

   Answer: A) Sociology, psychology, political science
3. Question: The scope of Organizational Behavior includes:
   - A) Individual behavior only
   - B) Group behavior only
   - C) Both individual and group behavior
   - D) Organizational structure only

   Answer: C) Both individual and group behavior
4. Question: What role does Organizational Behavior play in an organization?
   - A) Helps in maximizing shareholder wealth
   - B) Enhances employee satisfaction and productivity
   - C) Increases marketing effectiveness
   - D) None of the above

   Answer: B) Enhances employee satisfaction and productivity
5. Question: Opportunities for Organizational Behavior include:
   - A) Career development
   - B) Teamwork enhancement
   - C) Conflict resolution
   - D) All of the above

   Answer: D) All of the above
6. Question: The importance of Organizational Behavior lies in:
   - A) Improving job satisfaction and reducing turnover
   - B) Decreasing organizational productivity
   - C) Limiting innovation
   - D) Ignoring workplace diversity

Answer: A) Improving job satisfaction and reducing turnover

7. Question: Organizational Behavior helps in understanding:
   - A) Only employee behavior
   - B) Only managerial behavior
   - C) Both employee and managerial behavior
   - D) Neither employee nor managerial behavior
   Answer: C) Both employee and managerial behavior

8. Question: Which factor is NOT influenced by Organizational Behavior?
   - A) Employee motivation
   - B) Organizational culture
   - C) Stock market prices
   - D) Team dynamics
   Answer: C) Stock market prices

9. Question: Organizational Behavior is useful for:
   - A) Enhancing leadership skills
   - B) Financial forecasting
   - C) Reducing government regulations
   - D) Ignoring ethical dilemmas
   Answer: A) Enhancing leadership skills

10. Question: The study of Organizational Behavior primarily focuses on:
    - A) Profit maximization
    - B) Human behavior in organizations
    - C) Technological advancements
    - D) Environmental sustainability
    Answer: B) Human behavior in organizations

11. Question: Which discipline studies the behavior of individuals within groups?
    - A) Sociology
    - B) Psychology
    - C) Anthropology
    - D) Political science
    Answer: B) Psychology

12. Question: Organizational Behavior helps in:
    - A) Fostering creativity and innovation
    - B) Restricting communication channels
    - C) Minimizing employee development
    - D) Ignoring workplace diversity
    Answer: A) Fostering creativity and innovation

13. Question: The scope of Organizational Behavior extends to:
    - A) Legal regulations only
    - B) Economic policies only
    - C) Managerial practices and decision-making
    - D) Geographical boundaries
    Answer: C) Managerial practices and decision-making

14. Question: Which of the following is NOT a benefit of studying Organizational Behavior?
    - A) Enhanced teamwork

- B) Improved decision-making
  - C) Decreased employee engagement
  - D) Better conflict resolution
   Answer: C) Decreased employee engagement
15. Question: Effective Organizational Behavior helps in:
  - A) Reducing job satisfaction
  - B) Limiting organizational growth
  - C) Achieving strategic goals
  - D) Avoiding organizational change
   Answer: C) Achieving strategic goals
16. Question: The interdisciplinary nature of Organizational Behavior includes:
  - A) Economics and biology
  - B) Marketing and engineering
  - C) Psychology and sociology
  - D) History and literature
   Answer: C) Psychology and sociology
17. Question: Organizational Behavior theories assist in:
  - A) Increasing workplace stress
  - B) Enhancing managerial efficiency
  - C) Minimizing employee recognition
  - D) Promoting hierarchical structures
   Answer: B) Enhancing managerial efficiency
18. Question: The application of Organizational Behavior concepts improves:
  - A) Customer dissatisfaction
  - B) Organizational effectiveness
  - C) Employee isolation
  - D) Management avoidance
   Answer: B) Organizational effectiveness
19. Question: Organizational Behavior research contributes to:
  - A) Reducing organizational diversity
  - B) Ignoring ethical standards
  - C) Enhancing employee well-being
  - D) Decreasing organizational flexibility
   Answer: C) Enhancing employee well-being
20. Question: The study of Organizational Behavior emphasizes:
  - A) Ignoring workplace culture
  - B) Enhancing organizational communication
  - C) Minimizing leadership roles
  - D) Avoiding conflict resolution
   Answer: B) Enhancing organizational communication

5 MARKS

1. What is organization behaviour?
2. Definition of organization behaviour.
3. Role of organization behaviour.

10 MARKS

1. Nature of organization behaviour.

2. Scope of organization behaviour.
3. Opportunity of organization behaviour.
4. Importance of organization behaviour.
5. Types of organization behaviour.

1. Learning Objectives:

Basic objectives of this module are:

- To understand the Personal factors affecting individual behaviour To know the Environmental Factors affecting individual behaviour

- To understand the Organizational Factors affecting individual behaviour To know the different models of man

2. Introduction

Organizations are made of individuals and every individual is unlike from each other. The behaviour of every individual is influenced by numerous aspects. Each individual has specific purposes, motivations, observations and capabilities. To comprehend the human behaviour in organizations in an improved way, a vigilant study of all the factors which affect the human behaviour is a necessity. Each organization wishes to acquire the maximum probable efforts and assistances from its employees. The efforts and assistances of human beings are contingent upon their behaviour. Therefore, it is very significant for the organizers to recognize how the individual perform. Individual behaviour means how an employee or individual behaves, responds or replies in a certain environment. The factors which influence the human behaviour are person, environment and the organization itself.

So, individual behaviour is a function of person, environment & the organization.

3. Factors affecting the individual behaviour The factors which influence the individual behaviour are:

- Personal factors

- Environmental factors

- Organizational factors

4. Personal Factors: The personal factors which affect the individual behaviour could be categorized into two groups

4.2 Learned Factors

4.1 Biographical Factors: all the human beings have certain features which are hereditary in nature and are inborn. These are the talents which the individuals are born with. These

are features which cannot be altered; at the maximum, these can be polished to some level. If the managers recognize about the inborn qualities & limitations of the individuals, they can use their organizational behaviour methods more efficiently. All these features are clarified in detail as follows:

Physical Characteristics: some of these characteristics are connected to height, skin, appearance, vision, form & size of nose, weight etc. All these have an influence on the performance of the persons. It is sometimes supposed that the eyes deceive the character of the being. Likewise, certain thoughts about the behaviour can be shaped on the base of whether the person is overweight, tall or slim. Tall & slim persons are probable to dress well & perform in a cultured manner and overweight people are supposed to be of a cheerful nature. Whether there is a relationship between body structure &behaviour has not been logically proven. Even if there is association between these two, it is very hard to comprehend which independent variable is & which dependent variable is.

Age: age is considered to be a hereditary characteristic because it is decided by the date of birth. The association between age and job performance is a subject of growing performance. Psychologically, younger people are probable to be more active, pioneering, adventurous, and determined and risk taking. While old people are supposed to be conventional, set in their own methods and less flexible. However it is improper to generalize all old people are inadaptable. Physiologically, performance rests on age, performance drops with progression of age because older people have less energies, remembrance etc. Younger people are probable to change jobs to benefit better job opportunities, but as one matures, the probabilities of his leaving job are less. There is a connection between age and absence also. Older people incline to absent more from their jobs due to inevitable reasons like poor health, while, younger people absent themselves form job due to preventable reasons like going for holiday. However there is no clear cut differentiation between young age & old age but according to Lehman the highest of creative ability is amid people between the age 30 and 40.

Gender: Being a male or female is hereditary in nature and it is considered to be an inborn feature. Whether the woman does as well as in jobs as men do, is a subject which has started lot of debates, fallacies and thoughts. The traditional view was that man is tougher than woman or women are extremely emotional than men. But these are some stereotyped groundless conventions. Research has verified that there are few if any, significant differences between man and woman that will affect their job performance. Gender has its influence on absenteeism. The propensity to refrain from work is more in females than in men, because historically, our society has placed home & family accountabilities on the females.

Religion: however there are no logical studies to verify it and we cannot generalize it, but religion & religion based cultures play an imperative role in determining some facets of individual behaviour, particularly those facets which concern ethics, beliefs & code of conduct. The religion also regulates attitudes towards work & towards financial inducements. People who are extremely religious are supposed to have high moral values e.g. they are authentic, they do not tell lies or talk ill of others. They are supposed to be satisfied.

Marital Status: there are not sufficient studies to draw any inference as to whether there is any association between marital status and job performance. Research has constantly showed that as marriage levies enlarged responsibilities, to have a stable job becomes more valuable and significant. Married employees have less absenteeism, less turnover and more job satisfaction as compared to unmarried employees.

Experience: The influence of seniority on job performance is a matter which is subjected to a lot of misapprehensions and assumptions. Work experience is considered to be a good indicator of employee productivity. Research specifies that there is a positive relationship between seniority & job performance. Besides studies also indicate that a negative relationship between seniority &job performance.

Intelligence: Usually, it is considered that intelligence is a hereditary quality. Some people are born intellectual and in other words intellectual parents produce intellectual children. But practical experience has exposed that sometimes very intellectual parents have less intelligent children & sometimes normal parents have very intellectual children. Furthermore intelligence can be improved with efforts, hard work, appropriate environment & motivation. Intelligent people are normally not obstinate and stalwart, rather they are considered to be steady and expectable.

Ability: Ability states to the capacity or capability of a person to perform the numerous tasks in a job. It is the benchmark used to determine what a person can do.

ATTITUDE

Attitude is said to be the result of a mix of three elements, such as- a cognition part, which deals with the beliefs and ideas of a person he has created about a peon or an object; an effective element which is a person's feeling about an object and planned element which the person has towards an object.

Attitude in corporate behaviour is a part of the UGC-NET Commerce syllabus. It is very likely to be asked in the test, as asked a lot in the previous year's examination.

In this article, we will study the meaning, features, types, importance and all the related topics to the attitude in corporate behaviour.

Find out about strategies Promotion decisions.

Types of Attitude in Organizational Behavior

Attitudes in a firm's conduct can be sorted into three primary types.

Cognitive Attitude

Cognitive attitude refers to a person's ideas, beliefs, and knowledge about a particular aspect of their work setting. It has facets such as opinions, reviews, and evaluations linked to job tasks, coworkers, and the firm's policies. It involves rational thinking and the processing of data related to work-related facets such as job tasks, the firm's policies, and colleagues. This part reflects the wisdom and perceptions an individual holds about specific parts of their work.

Affective Attitude

An effective attitude reflects a person's emotional or feeling responses towards their work climate. It contains emotions, ideas, and general moods workers share, affecting their motivation, job delight, and engagement.

Behavioural Attitude

Behavioural attitude focuses on a person's will to behave in a certain way within the firm's setting. It involves visual actions, wills, and answers shown by workers based on their attitudes towards work-related facets.

Components of Attitude in Organizational Behavior

Attitudes are formed of three primary elements.

Cognitive Component

The cognitive element of attitude pertains to a person's beliefs, thoughts, and learning about a certain object, person, or situation. It involves rational thinking, logical analysis, and data processing linked to work-related aspects.

Affective Component

The affective element refers to a person's emotional reaction or feelings associated with a specific object, person, or situation. It has positive or negative emotions, likes or dislikes, and overall mood related to work-related facets. Positive affective attitudes result in workers sharing lovely emotions, such as joy or pleasure, in relation to their work. Contrarily, negative affective attitudes involve feelings of discontent, frustration, or anger towards work-related factors.

Behavioural Component

The behavioural facet means a person's will to act or behave in a certain way based on their attitudes. It involves visual actions, decision-making, and replies shown by workers in the workplace. For example, a worker with a positive attitude may show bold conduct, such as taking the initiative, offering help to coworkers, or going beyond their assigned tasks. On the other hand, a worker with an averse attitude may display manners like opposition, absenteeism, or passive-aggressive relations.

Job Satisfaction

Job satisfaction, an unquantifiable metric, is defined as a positive emotional response you experience when doing your job or when you are present at work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces.

It's important to remember that job satisfaction varies from employee to employee. In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee. For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas:

- The challenging nature of work, pushing employees to new heights

- A level of convenience (short commutes, access to the right digital tools, and flexible hours)

- Regular appreciation by the immediate management and the organization as a whole

- Competitive pay, which employees maintain a good quality of life

- The promise of career progression in sync with employees' personal growth targets

Importance of Job Satisfaction

By actively working on satisfaction in the workplace, you end up with employees who are more engaged, involved, and eager to go the extra mile. This benefits your company in several ways.

1. Satisfied employees translate into satisfied customers

If employees are unhappy at work, the chances are that this will reflect in their interactions with the customer. Contact centers, specifically, cannot afford to have dissatisfied employees – this is sure to show in every word they say and every campaign they work on.

Even in non-customer-facing jobs, low satisfaction can cause errors in the workflow – for example, a higher defect rate in manufacturing and bad code in software development. This is why employee satisfaction is vital for customer-centric companies.

2. Voluntary turnover will come down

Sometimes, turnover can be good for business, as it brings fresh talent into the organization. But voluntary turnover looks different – you risk losing top talent you have carefully trained over the years.

Also, this talent takes with it tribal knowledge once it leaves the company, which could toughen up the competition for your products and service offerings. On the other hand, a satisfied workforce is less likely to quit.

3. You increase the chances of referrals

Employee referrals are the most effective method of recruitment, bar none. A underline report by JobviteOpens a new window underline found that referrals make up 7% of all applications but an overwhelming 40% of all hires. An employee satisfied with the work conditions and the pay scale is far more likely to recommend their friends than a dissatisfied employee.

Non-compensation related factors make up a big part of this benefit, as employees will assess multiple factors before recommending someone else.

4. Satisfaction is directly linked to your productivity

In a positive work environment, employees are more likely to bring their best to work every day. For example, research by the Social Market Foundation and the University of Warwick's Centre for Competitive Advantage in the Global Economy (CAGE)Opens a new window found that happy employees are 20% more productive than unhappy employees on average!

There's also a secondary reason for this – high-satisfaction workplaces prioritize employee wellness. Therefore, they are more likely to look after themselves, and address stress/burnout/health issues, before it impacts work.

5. In the long term, you can dramatically reduce HR costs

Typically, you need to plan for both fixed and variable costs as part of your HR budget. Low satisfaction could significantly dent the variable aspect of this equation – dissatisfied employees require targeted surveys, specialized learning and development, additional career assistance, and ultimately may lead to rehiring and retraining costs in the case of turnover. All of this needs you to invest more than you had expected.

Reinforcement

Reinforcement is a powerful concept in the process of learning and behavior modification. It involves the use of rewards and punishments to strengthen or weaken specific behaviors. In the context of Organizational Behavior (OB), understanding the role and methods of reinforcement is essential for managers and organizations to promote desired behaviors, improve employee performance, and create a positive work environment. In this blog, we will explore the role of reinforcement in shaping behavior and the various methods used in the workplace.

The Role of Reinforcement in Shaping Behavior

Reinforcement plays a central role in the learning process by influencing how individuals acquire and maintain behaviors. It operates on the principles of operant conditioning, which posits that behaviors followed by positive consequences are more likely to be repeated, while behaviors followed by negative consequences are less likely to occur in the future.

Methods of Reinforcement

1. **Positive Reinforcement:**

Positive reinforcement involves providing a reward or positive consequence immediately after a desired behavior occurs. The reward strengthens the likelihood of the behavior being repeated. In the workplace, positive reinforcement can be applied through various methods, including:

- **Verbal Praise:** Managers can offer praise and recognition to employees for their excellent performance, teamwork, or innovative ideas.

- **Monetary Rewards:** Providing bonuses, incentives, or salary raises for achieving individual or team targets reinforces good performance.

- **Employee of the Month:** Recognizing an outstanding employee as the "Employee of the Month" boosts morale and encourages others to excel.

2. **Negative Reinforcement:**

Negative reinforcement involves the removal of an unpleasant stimulus following a desired behavior. The removal of the unpleasant stimulus serves as a reward, increasing the likelihood of the behavior happening again. Some methods of negative reinforcement in the workplace include:

- **Removing Extra Work:** If an employee consistently meets deadlines, the manager may reduce their workload as a form of negative reinforcement.

- **Canceling a Meeting:** If a team finishes a project ahead of schedule, the manager might cancel a meeting initially scheduled for discussing the project's progress.

3. **Punishment:**

Punishment is the application of an aversive consequence following an undesired behavior. The goal of punishment is to decrease the occurrence of that behavior. While punishment can be effective in some cases, its use in the workplace should be approached with caution to avoid negative consequences, such as decreased morale and increased stress. Some methods of punishment in the workplace include:

- **Verbal Reprimands:** Managers may issue verbal reprimands to employees for violating workplace policies or exhibiting unprofessional behavior.

- **Salary Deduction:** In certain cases, salary deductions might be used as a form of punishment for repeated poor performance.

4. **Extinction:**

Extinction occurs when a previously reinforced behavior no longer receives reinforcement. As a result, the behavior decreases in frequency. In the workplace, extinction can be used to discourage undesired behaviors by not providing the expected rewards for those behaviors. For example, if an employee's constant complaining is no longer acknowledged or tolerated, the behavior may diminish over time.

The Importance of Positive Reinforcement

Positive reinforcement is generally considered the most effective and preferable method for shaping behavior in the workplace. It creates a supportive and motivational work environment, fostering employee engagement, productivity, and job satisfaction. By recognizing and rewarding desired behaviors, managers can encourage a culture of excellence, teamwork, and continuous improvement.

The Impact of Job Satisfaction on Employee Performance

Job satisfaction profoundly impacts employee performance, as it influences various aspects of their professional lives. Here are some ways in which job satisfaction affects employee performance:

Low Turnover

Satisfied employees are less likely to leave their jobs, lowering organisational turnover rates. This benefits employers, saving time, effort, and costs for recruiting, hiring, and training new employees. Creating a work environment that prioritises job satisfaction can contribute to higher employee retention.

Increased Productivity

Employees who are satisfied with their jobs tend to be more motivated and engaged. They have a sense of loyalty and dedication towards the organisation, which often translates into increased productivity. Satisfied employees are willing to go the extra mile to contribute to the company's success, resulting in higher overall performance

Brand Ambassadors

Satisfied employees become advocates for the company and its brand. Employees who have positive experiences and feel satisfied with their jobs are likelier to share their positive sentiments with others.

This word-of-mouth promotion contributes to enhancing the company's reputation and brand loyalty.

Better Customer Service

Job satisfaction has a direct impact on customer service. Employees who are happy and satisfied in their roles are more likely to provide exceptional customer service.

Satisfied employees are motivated to meet customer needs, exhibit a positive attitude, and go above and beyond to ensure customer satisfaction.

This, in turn, leads to improved customer experiences and strengthens the company's reputation

PRINCIPLES AND PRACTICES OF MANAGEMENT

Learning Outcome:

After completing this module the students will be able to:

- Understand the concept and meaning of motivation.

- Understand the nature of the motivation.

- Describe the importance of the motivation.

- Define the theories of motivation.

1. Concept and Meaning of Motivation

Motivation is the process of stimulating people to action to accomplish desired goals. Motivation is a managerial function which has been defined by different scholars. Some of the important definitions are as follows:

According to **Edwin B.Flippo**, "*Motivation is the process of attempting to influence others to do your will through the possibility of gain or reward.*"

According to **Dalton E. McFarland**, "*Motivation refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behavior of human beings.*"

According to **William G. Scout**, "*Motivation means a process of stimulating people to action to accomplish desired goals*".

According to **Fred Luthans**, "*Motivation is the process which begins with a physiological or psychological need or deficiency which triggers behavior or a drive that is aimed at a goal or incentive.*"

2. Nature of Motivation

1. Motivation is an internal feeling which influences the human behavior.

2. Motivation is affected by way the individual is motivated.

3. Motivation results in achieving goals positively in the organization.

4. Motivation is related to satisfaction.

5. Motivation can be positive and negative.

6. Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions.

7. Motivation is stronger when it springs from a person's needs which are consistent with his values.

3. Importance of Motivation

1. It helps the manager to ignite the will to work amongst the workmen.

2. Good motivation method helps in improving the abilities and capabilities of the employees.

3. It helps in finding out the hidden talents and calibre of the employees.

4. Motivated employees means satisfied employees i.e. satisfied in terms of job as well as their personal motives.

5. Motivation reduces the chances of industrial unrest, strikes and similar labour problems.

6. Motivation helps to change the negative or indifferent attitudes of employee to positive attitudes so as to achieve organizational goals.

7. motivation helps to reduce the employee turnover and thereby saves the cost of new recruitment and training.

8. motivation helps in reducing the absenteeism in the organization.

4. Theories of Motivation

A. Maslow's Need Hierarchy Theory:

This is the most well-known theory of motivation of Abraham Maslow, a clinical psychologist. A basic assumption of this model is that as we satisfy one type of need, other needs then occupy our attention. Once we satisfy our need for food, air and shelter, then we can move on to safety needs, love needs and so on. Although Maslow argued that most people tend to experience these needs in the order that he described, for some people, the so-called higher-level needs will dominate lower-level needs. Some people will be so enthralled by a book or a movie that they will forget they are really hungry. Maslow described the hierarchy of needs as follows:

i. Physiological needs: These refer to physical or biological needs meant for survival and maintenance of life. These include food, clothing, shelter, air, sleep and other basic needs.

ii. Safety needs: Once the physiological needs are satisfied a person aspires for safety needs. These includes security for life, job, protection from environment, animals etc. As a manager, you can account for the safety needs of your employees by providing the safe and secure working conditions, proper compensation (such as a salary) and job security, which is especially important in a bad economy.

iii. Social needs: After the first two needs are satisfied, social needs become important in the need hierarchy. Since man is a social being , he has a need to belong and to be accepted by various groups. It includes need for acceptance, need for belonging, need for love, affection, friendship etc. As a manager, you can account for the social needs of your employees by making sure each of your employees know one another, encouraging cooperative teamwork, being an accessible and kind supervisor and promoting a good work-life balance.

iv. Esteem and status needs: these needs are concerned with self-respect, self-confidence, a feeling of personal worth, feeling of being unique, and recognition. As a manager, you can account for the esteem needs of your employees by offering praise and recognition when

the employee does well, and offering promotions and additional responsibility to reflect your belief that they are a valued employee.

v. Self-actualisation needs: Self-actualisation is the need to maximize one's potential whatever it may be. These needs arise only after the four categories of need are fulfilled. These needs are more like mission, lifetime aspiration, e.g., leprosy eradication mission, mission of Mahatma Gandhi to liberate India from British Rule.

Maslow's needs theory has received wide recognition, particularly among practicing managers. This can be attributed to the theory's intuitive logic and ease of understanding. Following are some problems which are not solved by this theory:

a) This theory is common with many other theories also, that there is lack of direct cause-effect relationship between need and behaviour. Thus a particular need may cause behaviour in different ways in different needs.

b) There is another problem in applying the theory into practice. A person tries for his higher-level need when his lower-order need is reasonably satisfied. What is this reasonable level is a question of subjective matter. Thus, the level of satisfaction for particular need may differ from person to person.

B. Theory X and Theory Y: Douglas McGregor has proposed two models i.e., Theory X and Theory Y. Under Theory X, managers believe that employees inherently dislike work and must therefore be directed or even coerced into performing it. In this type of theory, workers generally shirk work and do not like to work. They avoid responsibility and need to be directed. While under theory y , manager assume that employees can view work as being as natural as rest or play and therefore the average person can learn to accept, and even seek responsibility. Good motivation makes workers readily accept responsibility and self-direction.

C. Hezberg's Two-Factor Theory: Frederick Herzberg proposed a two-factor theory or the motivator- hygiene theory in 1959. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

Herzberg classified these job factors into two categories-

i. Hygiene Factors: Herzberg used the term 'hygiene' to describe factors which are related to the conditions under which job is performed such as compensation, job security, organizational politics, working conditions, quality of leadership, and relationships between supervisors, subordinates, and peers. These factors are extrinsic to work. Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. Since any increase in these factors will not affect employee's level of satisfaction, these are of no use for motivating them.

ii. Motivational Factors: According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are: achievement, recognition, advancement, works itself, possibility of growth and responsibility. Most of these factors are related with job contents. Any increase in these factors will satisfy the employees; however any decrease will not affect their level of satisfaction.

D. McClelland's Theory of Needs: This theory was developed by David McClleland and his associates. The theory focuses on three needs, defined as follows:

• Need for achievement (nAch): it is the drive to excel, to achieve in relation to a set of standards, to strive to succeed. McClleland has identified four basic features of high achievers:

i. Always ready to take risks.

ii. provide immediate feedback

iii. accomplish the task easily on time.

Iv. Preoccupied the task till its completion.

• Need for Power (nPow): it is the need to manipulate others or the drive for superiority over others. People with high power need have a great concern for exercising influence and control.

• Need for Affiliation (nAff): It is a need for open and sociable interpersonal relationships. In other words, it is a desire for relationship based on co-operation and mutual understanding. Such individuals are effective performers in a team. These people want to be liked by others. They prefer having friends rather than experts as work partners, and they avoid conflict whenever possible.

What is the Job Characteristics Model? The JCM provides recommendations for job enrichment

What is the best way to design work so that people are engaged and perform well? The Job Characteristics Model provides recommendations on how to best enrich jobs in organizations and was designed by Hackman and Oldham in 1976 and updated in 1980 (Hackman & Oldham, 1976, 1980). The model provides five characteristics that state how best to design work including:

skill variety,

task identity,

task significant,

autonomy, and

feedback.

The Job Characteristics Model states that these characteristics influence outcomes of motivation, satisfaction and performance. The model also includes intervening variables of meaningfulness, responsibility, and knowledge of results.

Skill variety

Skill variety occurs when the individual engages in a wide range of activities that require different skills.

Task identity

Task identity occurs when the employees completes a whole segment of work from start to end.

Task significance

Task significance occurs when the job has real meaning through making an impact on people.

Autonomy

Autonomy occurs when employees have freedom and discretion in deciding how to carry out their work. Feedback is when employees are given clear feedback on their performance effectiveness (Oldham & Hackman, 2010).

How can you measure job characteristics?

To assess whether jobs provide enrichment and also to test their model, Oldham and Hackman created the Job Diagnostic Survey (JDS). The JDS is a self-report measure that assess employees' assessment of the five job characteristics (Hackman & Oldham, 1980).

The JDS also assesses employees' Growth Need Strength. Growth Need Strength assesses how much the employee values opportunities to grow and develop at work. The Model also makes the assumption that the job holder has the appropriate knowledge, skills and abilities (KSAs) to do the work.

How to apply the Job Characteristics Model?

The Job Characteristics Model has been applied across different settings, roles, and organizations.

Job Characteristics Model applied to entrepreneurs

One application focused on the utility of the model for entrepreneurs. The model was applied using those characteristics that focused on the "work itself" done by entrepreneurs (Batchelor, Abston, Lawlor & Burch, 2014). The authors provide a series of propositions that need to be tested but they provide initial demonstration of how the Job Characteristics Model can be applied to entrepreneurs.

The application is interesting because the Model was originally designed for those who worked for an organization. The authors argue that entrepreneurs tend to have higher internal motivation because they work for themselves and enjoy the freedom and autonomy that comes from owning their own business (Batchelor et al., 2014).

Using the Job Characteristics Model to increase student motivaton

The Job Characteristics Model was also applied within a Business School setting to increase student motivation, which is still a problem within educational settings (Sukumar, Tandon & Pointer, 2007). The researchers utilized the model through designing course characteristics aligned with the JCM, such as task type, student autonomy, and formal evaluation (Sukumar et al., 2007). The authors suggest various classroom activities to increase the five JCM characteristics.

What is job redesign? A definition

Job redesign is the process of rearranging tasks and responsibilities to better align roles with the changing environment inside and outside the organization.

Let's start with the last part of the definition. Due to changing environments both inside and outside organizations, job roles change. Today's world has never been more volatile, uncertain, complex and ambiguous (also referred to as VUCA). Inside the organization, digitization and automation also impact job roles.

When it comes to the changing environment outside the organization, consider this example. In the '30s and '40s, half a million people worked as Soda Jerks. The Soda Jerk operated the soda fountain in a drugstore or supermarket and this was a highly desired position. At the same time, elevator operators, switchboard operators, and linotypists were highly common jobs.

Job redesigning – a structured approach in 5 phases

When it comes to 'job redesigning', there is a commonly used five-step approach. This structured job redesign approach will help you navigate through each of these phases.

1. Changing reality

The first phase of job redesigning is a changing reality.

Job redesign becomes relevant when there is a suspicion that job requirements have changed and need to be updated. This can be because tasks are automated and need to be replaced, or because tasks require new skills.

An example of the latter is the increase in digital skills required for working in many jobs. The data is still scarce, but a recent report in the Netherlands found that 50% of workers need to be upskilled in digital skills. These skills depend on the role, of course, but could include blind typing, using software like MS Office, proper use of computers, social media use, and programming. These findings are expected to hold true for all developed nations.

Task for upskilling per occupational category and occupational class
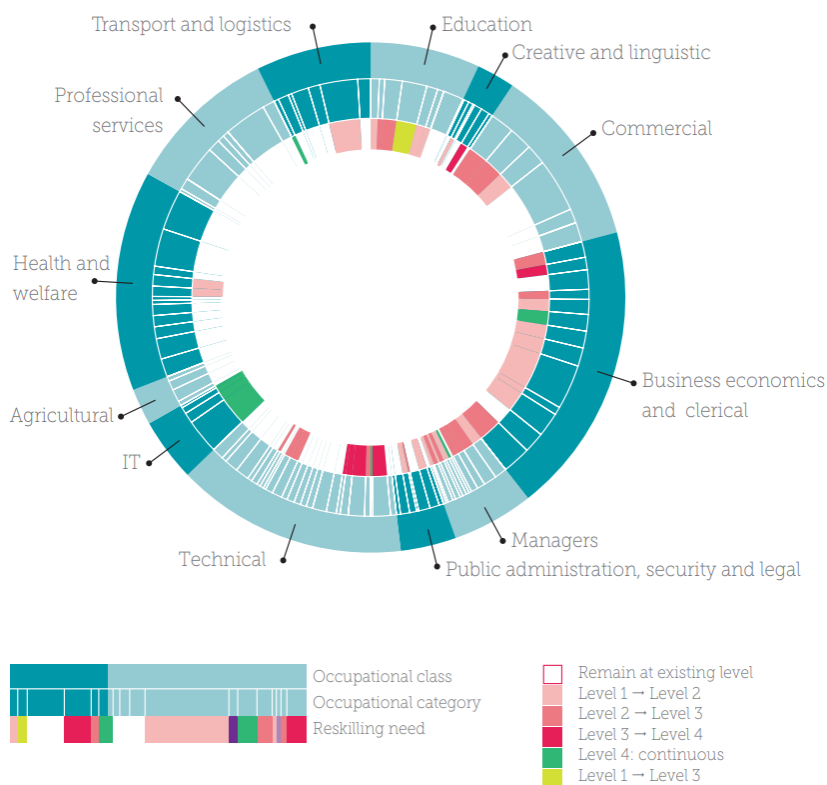
Source: DenkWerk analysis. Data number of workers per occupational category, CBS

Upskilling required per sector.

There could also be an organizational incentive for job redesign. When a consulting firm wants to focus their future service offering on giving advice, or when a brick and mortar chain wants to invest in online capabilities, they require different people in sometimes existing roles. This is also where job redesign comes in.

Usually, the changing reality triggers something in the organization that leads to the request for job redesign. For example, a request to look into the digital skills of admin staff may come from a direct manager, while an update of the company's core values will originate from the C-suite. Depending on the request, your analysis and your stakeholder management will be different.

The goal of the first phase is to identify the changing need and selection of a number of jobs or job categories that are most impacted by this change and therefore should be analyzed for redesigning.

2. Individual job analysis

In the second job redesigning phase, the selected jobs are analyzed. There are different methods to do this, including the Functional Job Analysis, the task inventory, the Job Element Method, narrative task or function descriptions, or the critical incident technique.

- In the **Functional Job Analysis**, the data, people skills, and things required to do the work are recorded.

- In the **task inventory**, the tasks are identified and for each task, the importance, time spent, and frequency are recorded.

- In the **Job Element Method**, the characteristics of excellent performers are identified to give a more worker-oriented view.

- **Narrative task or function descriptions** require interviews with the goal of creating a story that explains the key activities.

- The **critical incident technique** zooms in on outstanding performance (either in a good or bad way) and evaluates the context, behaviors, and consequences of those behaviors. The goal here is to come up with behavioral best-practices.

Describing all techniques in detail would go beyond the scope of this article. However, they all boil down to three elements. First, they analyze what tasks are being done now. Second, they rate how important these tasks are. And third, they inquire about the skills required to do the work properly.

The changing reality that was identified in phase 1 will influence these descriptions. It may be the case that tasks are now done improperly and that new skills are required to do the work properly.

3. Core competency analysis

Depending on the scope of the job redesigning project, there may also be a change on the organizational level.

Many organizations work with clearly defined competencies that apply to everyone in the organization. These are called *core competencies* as they are not function-specific. These competencies are required for everyone in the organization – not at the same level but everyone needs at least a basic proficiency in these.

An example of one of these core competencies comes from the Four Seasons, a hotel chain. One of their core values is 'service culture'. A quote from the website under the header *How we behave*: *"We demonstrate our beliefs most meaningfully in the way we treat each other and by the example we set for one another. In all our interactions with our guests, customers, business*

associates and colleagues, we seek to deal with others as we would have them deal with us". Service orientation is a company-level competency for the Four Seasons and all its staff.

Changing or updating these company-level competencies means that all functions will be affected. This level of analysis is therefore key in job redesigning.

4. Job redefining

In phase four, all the input of the previous phases is used as input to redefine the job. This can be a minor redesign, or the job can be combined with others, effectively disappearing. Depending on the impact and degree to which the job has changed, different stakeholders will be involved.

The key stakeholders should be managed from the get-go but in this phase, you can once again get back to them and check if they agree with your findings. Oftentimes they are better able to put things into perspective as they understand the nuances of their own day-to-day reality better than you.

There is also the employee. Most existing jobs are already occupied by an employee with a unique skill set. Fitting the employee with the job will create a person-job fit which leads to more satisfaction.

Once confirmed, changes to jobs and roles are often codified in the company's competency framework. Different jobs will be affected differently, but changes will have to be communicated. This is where the last stage comes in, that of the job redesign implementation.

5. Redesign implementation

The final phase is the implementation phase. Here, the work that has been done on the redesign will be officially communicated to different employees, and action will be taken.

Job redesigning efforts may result in <u>learning and development</u> programs that reskill people in the newly required skills. In addition, it may change the criteria based on which people are hired, promoted, compensated and fired. This means that it may also result in people leaving the company. This can be voluntary when people don't see themselves fit in the new roles, or involuntary when the company does not believe that a person has the ability to be successful in the new role.

A crucial part of this phase is communication. Changes that will impact many people, like updated core values, or the redesign of key job roles, will have to be communicated early and clearly, with ample opportunity for people to get involved and develop themselves towards the new reality. People need to understand the need for change, preferably be involved, and be motivated to go along with it.

Personality and values

Personality and Values

Learning Objectives

1. Identify the major personality traits that are relevant to organizational behavior.

2. Explain the potential pitfalls of personality testing.

3. Describe the relationship between personality and work behaviors.

4. Understand what values are.

5. Describe the link between values and work behaviors.

Personality

Personality encompasses a person's relatively stable feelings, thoughts, and behavioral patterns. Each of us has a unique personality that differentiates us from other people, and understanding someone's personality gives us clues about how that person is likely to act and feel in a variety of situations. To manage effectively, it is helpful to understand the personalities of different employees. Having this knowledge is also useful for placing people into jobs and organizations.

If personality is stable, does this mean that it does not change? You probably remember how you have changed and evolved as a result of your own life experiences, parenting style and attention you have received in early childhood, successes and failures you experienced over the course of your life, and other life events. In fact, personality does change over long periods of time. For example, we tend to become more socially dominant, more conscientious (organized and dependable), and more emotionally stable between the ages of 20 and 40, whereas openness to new experiences tends to decline as we age. In other words, even though we treat personality as relatively stable, change occurs. Moreover, even in childhood, our personality matters, and it has lasting consequences for us. For example, studies show that part of our career success and job satisfaction later in life can be explained by our childhood personality.

Is our behavior in organizations dependent on our personality? To some extent, yes, and to some extent, no. While we will discuss the effects of personality for employee behavior, you must remember that the relationships we describe are modest correlations. For example, having a sociable and outgoing personality may encourage people to seek friends and prefer social situations. This does not mean that their personality will immediately affect their work behavior. At work, we have a job to do and a role to perform. Therefore, our behavior may be more strongly affected by what is expected of us, as opposed to how we want to behave. Especially in jobs that involve a lot of autonomy, or freedom, personality tends to exert a strong influence on work behavior, something to consider when engaging in Organizing activities such as job design or enrichment.

Big Five Personality Traits

How many personality traits are there? How do we even know? In every language, there are many words describing a person's personality. In fact, in the English language, more than 15,000 words describing personality have been identified. When researchers analyzed the traits describing personality characteristics, they realized that many different words were actually pointing to a single dimension of personality. When these words were grouped, five dimensions seemed to emerge, and these explain much of the variation in our personalities. These five are not necessarily the only traits out there. There are other, specific traits that represent other dimensions not captured by the Big Five. Still, understanding them gives us a good start for describing personality.

Trait	Description
Openness	Curious, original, intellectual, creative, and open to new ideas.
Conscientiousness	Organized, systematic, punctual, achievement oriented, and dependable.
Extraversion	Outgoing, talkative, sociable, and enjoys being in social situations.
Agreeableness	Affable, tolerant, sensitive, trusting, kind, and warm.
Neuroticism	Anxious, irritable, temperamental, and moody.

Myers-Briggs Personality Test Definition

In an organization, there are numerous employees with different personality types. This difference is evident in their perspectives and their decision-making. It is essential to know the personality types of employees. Before jumping on the Myers-Briggs personality test, let's define the term personality.

Personality is a combination of a person's characteristics and behaviors that makes them distinct from others.

Katharine Cook Briggs and Isabel Briggs Myers were two American writers who conceived the idea of the Myers-Briggs personality test. The test was inspired by the theory of "psychological types" by Swiss psychiatrist Carl Jung. They recognized the real-world application of Jung's theory and decided to work on personality indicators that we now know as the Myers-Briggs personality test.

Myers-Briggs is a personality test based on an introspective self-report questionnaire. It shows how people perceive real-world situations and make decisions.

The purpose of the Myers-Briggs personality test is to help individuals understand themselves. Once people know themselves, they can handle real-life situations and make informed decisions.

In <u>organizational behavior</u>, the Myers-Briggs personality test is used to study employees' personalities. It could help the organization manage the employees effectively and build a collaborative work environment. People can also use this test to select suitable career options based on their personality types. In short, the Myers-Briggs personality test can help us make decisions that align with our personalities, resulting in fulfilling lives.

A team lead could use the results of the Myers-Briggs personality test to manage the team. They can assess the personality types and assign tasks based on those results.

Myers-Briggs Type Indicators

In the Myers-Briggs test, people are asked questions based on real-life scenarios. Their answers determine their personality types. Before discussing the types, let's go through the Myers-Briggs type indicators. These indicators are the foundation of personality types. Four categories help form sixteen personality types in the Myers-Briggs personality test. Each of these categories has a dichotomy.

1. **Extraversion (E)/ Introversion (I) –** This dichotomy explains how people interact with the outer world. Extraverts like to be around people as this gives them energy. They are action-oriented people who like to socialize. Introverts turn inwards. They like to spend time alone and do not usually feel the need to socialize with others. They value meaningful conversations and have a thought-oriented approach to life. They tend to have a few but trusted group of friends.

2. **Sensing (S)/ Intuition (N) –** This dichotomy explains how people collect information from their surroundings. People with sensing as their dominant indicator tend to value facts. They have a realistic approach to life. People with intuition as their dominant indicator tend to focus on focus on conceptual theories. They form opinions based on impressions.

3. **Thinking (T)/ Feeling (F) –** This dichotomy explains how people use sensing and intuition functions to make decisions and judgments. People with thinking as a predominant indicator tend to prefer the objective evaluation of information. They make their decisions based on facts and logic. People with feeling as a dominant function tend to prefer the subjective evaluation of information. They focus on emotions while making decisions.

4. **Judging (J)/ Perceiving (P) –** This dichotomy explains how people function in the outside world. Judging dominant people focus more on methods and results. They like

structure and make firm decisions. People with perceiving features prefer flexibility. They can adapt according to the situation.

Meaning and Definition of Perception

Perception can be understood as the process through which information or stimulus is received from the environment, then selected, organised and interpreted in order to assign some meaning to it. The meaning is derived out of the information received from the environment so that the information can be used for taking important decisions and actions. The process of perception can be better explained through the definitions given below:

According to *Joseph Reitz*, "Perception includes all those processes by which an individual receives information about his environment- seeing, hearing, feeling, tasting and smelling. The study of these perceptual processes shows that their functioning is affected by three classes of variables-the objects or events being perceived, the environment in which perception occurs and the individual doing the perceiving."

Decision making refers to making choices among alternative courses of action—which may also include inaction. While it can be argued that management is decision making, half of the decisions made by managers within organizations ultimately fail (Ireland & Miller, 2004; Nutt, 2002; Nutt, 1999). Therefore, increasing effectiveness in decision making is an important part of maximizing your effectiveness at work. This chapter will help you understand how to make decisions alone or in a group while avoiding common decision-making pitfalls.

What is Individual Decision?

Individual decision-making in the organization is when a single person, often a manager or executive, takes responsibility for making choices that impact the organization.

In the workplace, individual decision-making is often used for routine matters, immediate actions, or when a clear chain of command is established. It's beneficial for efficiency and timely responses but may lack the diverse input of group decision-making.

Characteristics of Individual Decision-Making

Individual decision making has distinct features that set it apart from collective or group decision processes. These characteristics influence how decisions are made and their outcomes in various settings. Here are five essential characteristics:

Promptness

Individual decision making is known for its speed. With a single person responsible for the choice, decisions can be made swiftly without the need for extensive discussions or consultations. This promptness is advantageous when time is of the essence or when immediate action is required.

Accountability

When an individual makes a decision, they bear sole responsibility for its outcome. This sense of accountability can lead to a strong commitment to the decision's success. It's clear who is answerable for the choice, which can streamline the process and ensure that someone takes ownership of the results.

Intuition and Judgment

Individual decisions often rely on the decision maker's intuition, knowledge, and judgment. There's no need to gather diverse input or reach a consensus, which can expedite the decision-making process. However, this characteristic also means that individual decisions may introduce personal biases or subjectivity.

Efficiency

The simplicity of individual decision making can lead to efficiency. There are no lengthy meetings, debates, or coordination efforts. This efficiency is valuable when making routine or straightforward decisions where a quick response is essential.

Control

In individual decisions, control over the entire decision-making process remains with the individual. This level of control can be beneficial for maintaining confidentiality, safeguarding sensitive information, and ensuring that the decision aligns with the decision maker's vision or strategy.

Examples of Individual Decision

Individual decision making is prevalent in various organizational contexts. Here are five examples of individual decision making within an organization:

Employee Leave Requests

When an employee submits a request for personal leave or time off, such as vacation days or sick leave, the decision to approve or deny the request is typically made by their immediate supervisor or manager. The manager assesses factors like workload, staffing, and the organization's leave policies to make an individual decision.

Performance Evaluations

Managers often conduct individual performance evaluations for their team members. Based on their observations and assessments, they determine merit increases, promotions, or additional responsibilities for each employee. These decisions are made individually for each staff member.

Purchasing Supplies

In smaller organizations or specific departments, employees may have the authority to make individual decisions about purchasing office supplies, equipment, or services within budget constraints. They evaluate needs, compare options, and place orders independently.

Setting Personal Work Goals

Employees often set their own work goals and objectives for the year, aligning them with their job responsibilities and career development. These goals are individual decisions that contribute to their performance and growth within the organization.

Approving Expense Reimbursements

Employees who incur business-related expenses, such as travel or client entertainment, must submit expense reports. Managers or finance departments make individual decisions to approve or reject these expense claims based on the organization's policies and the legitimacy of the expenses.

Objective Type Question:

1. Question: What is learning in the context of Organizational Behavior?

   - A) Acquisition of knowledge and skills through experience

   - B) Strategic planning in organizations

   - C) Financial management techniques

   - D) None of the above

     Answer: A) Acquisition of knowledge and skills through experience

2. Question: What are the components of attitude?

   - A) Thoughts, feelings, and behaviors

   - B) Leadership, management, and teamwork

   - C) Marketing, finance, and operations

   - D) None of the above

Answer: A) Thoughts, feelings, and behaviors

3. Question: Job satisfaction is primarily concerned with:

   - A) Employee turnover

   - B) Employee morale and contentment

   - C) Stock market trends

   - D) Political influences

   Answer: B) Employee morale and contentment

4. Question: What is motivation in organizational behavior?

   - A) The drive to achieve personal goals

   - B) The process that initiates, guides, and sustains behavior

   - C) A hierarchical structure within organizations

   - D) None of the above

   Answer: B) The process that initiates, guides, and sustains behavior

5. Question: According to Maslow's hierarchy of needs theory, which needs are prioritized first?

   - A) Social needs

   - B) Self-actualization needs

   - C) Physiological needs

   - D) Esteem needs

   Answer: C) Physiological needs

6. Question: The Big Five model of personality traits includes all of the following EXCEPT:

   - A) Conscientiousness

   - B) Extroversion

   - C) Introversion

   - D) Openness to experience

   Answer: C) Introversion

7. Question: How can personality traits influence workplace behavior?

   - A) By affecting decision-making styles

   - B) By impacting teamwork dynamics

   - C) By influencing leadership effectiveness

   - D) All of the above

    Answer: D) All of the above

8. Question: Perception involves:

   - A) Interpreting sensory information

   - B) Making strategic decisions

   - C) Managing financial resources

   - D) Ignoring organizational culture

    Answer: A) Interpreting sensory information

9. Question: What factors can influence perception in organizational settings?

   - A) Past experiences and expectations

   - B) Current stock market trends

   - C) Political affiliations

   - D) None of the above

    Answer: A) Past experiences and expectations

10. Question: Decision-making in organizations is often linked to:

   - A) Perception and judgment

   - B) Financial accounting

   - C) Marketing strategies

   - D) Legal regulations

    Answer: A) Perception and judgment

11. Question: The linkage between perception and decision-making highlights:

   - A) Objective criteria only

- B) Subjective interpretations

- C) Financial outcomes

- D) Strategic planning

  Answer: B) Subjective interpretations

12. Question: How does personality impact decision-making?

   - A) It influences risk tolerance

   - B) It minimizes organizational flexibility

   - C) It maximizes technological advancements

   - D) It avoids ethical dilemmas

     Answer: A) It influences risk tolerance

13. Question: Job satisfaction is most closely related to:

   - A) Employee turnover

   - B) Marketing strategies

   - C) Financial auditing

   - D) Social media presence

     Answer: A) Employee turnover

14. Question: Theories of motivation aim to explain:

   - A) Workplace satisfaction only

   - B) Employee behaviors and attitudes

   - C) Legal regulations

   - D) Market trends

     Answer: B) Employee behaviors and attitudes

15. Question: How does the Big Five model classify personality traits?

   - A) Into five broad dimensions

   - B) Into three distinct categories

   - C) Into ten specific traits

- D) Into one comprehensive factor

  Answer: A) Into five broad dimensions

16. Question: Perception in organizational behavior refers to:

  - A) Sensory experiences only

  - B) How individuals interpret and understand their environment

  - C) Physical capabilities

  - D) Technological advancements

  Answer: B) How individuals interpret and understand their environment

17. Question: Decision-making influenced by perception can lead to:

  - A) Objective outcomes only

  - B) Strategic planning

  - C) Subjective biases

  - D) Financial regulations

  Answer: C) Subjective biases

18. Question: The components of attitude include:

  - A) Thoughts, feelings, and behaviors

  - B) Political affiliations

  - C) Economic factors

  - D) Social media trends

  Answer: A) Thoughts, feelings, and behaviors

19. Question: How do values influence organizational behavior?

  - A) By shaping ethical standards and behaviors

  - B) By minimizing job satisfaction

  - C) By ignoring employee turnover

  - D) By avoiding teamwork

  Answer: A) By shaping ethical standards and behaviors

20. Question: Theories of motivation help in understanding:

 - A) Employee engagement and productivity

 - B) Legal regulations

 - C) Financial strategies

 - D) None of the above

 Answer: A) Employee engagement and productivity

Definition of Group Behavior

First, let's examine what defines a group. Groups are formed for many different reasons and in many ways. They can be very powerful in that an individual may be able to accomplish more with a group than by oneself.

Definition

A **group** is defined as two or more people who interact and share a common identity, belief, purpose, or morals.

Definition

Group behavior refers to the actions, thoughts, or feelings of a collection of people or individuals within a group.

Group behavior is often guided by a set of rules or regulations that may not always be the case for every individual within that group.

Group Behavior and Group Identity

Once we identify with a group, we begin to categorize ourselves within an **ingroup** and others in an **outgroup**. The tendency is to form an "us vs them" mentality and view outgroups as homogeneous and favor our ingroup.

Four Aspects of Group Behavior

There are four aspects of a group's behavior that may be present within a group.

1. **Purpose** and **Mission**: Individuals within the group share similar beliefs, values, or attitudes resulting in a unified mission or purpose. The group may then develop clear goals or a specific agenda.

2. **Norms**: The group has a clear standard of behavioral norms. These norms are used to evaluate group members. Behavioral norms may be clearly written as rules, or they may be informal. However, group members are always aware of what the behavior norms are.

3. **Cohesion**: How well the group can overcome conflict or other unpleasant experiences. If cohesion is low, the group may struggle to establish control over its members and enforce its behavior norms and rules.

4. **Structure**: Each group has a structure for status and authority. This may be hierarchical or more democratic. There is also a clear dynamic between the leader and the follower.

The Five Stages of Team Development

- Describe the five stages of team development.

- Explain how team norms and cohesiveness affect performance.

Introduction

Our discussion so far has focused mostly on a team as an entity, not on the individuals inside the team. This is like describing a car by its model and color without considering what is under the hood. External characteristics are what we see and interact with, but internal characteristics are what make it work. In teams, the internal characteristics are the people in the team and how they interact with each other.

For teams to be effective, the people in the team must be able to work together to contribute collectively to team outcomes. But this does not happen automatically: it develops as the team works together. You have probably had an experience when you have been put on a team to work on a school assignment or project. When your team first gets together, you likely sit around and look at each other, not knowing how to begin. Initially you are not a team; you are just individuals assigned to work together. Over time you get to know each other, to know what to expect from each other, to know how to divide the labor and assign tasks, and to know how you will coordinate your work. Through this process, you begin to operate as a team instead of a collection of individuals.

Stages of Team Development

This process of learning to work together effectively is known as team development. Research has shown that teams go through definitive stages during development. Bruce Tuckman, an educational psychologist, identified a five-stage development process that most teams follow to become high performing. He called the stages: forming, storming, norming, performing, and adjourning. Team progress through the stages is shown in the following diagram.
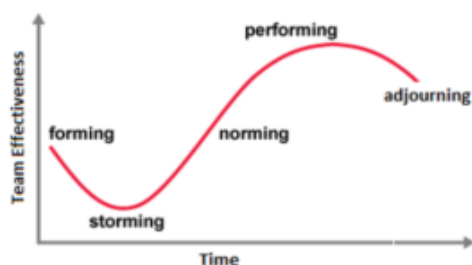
Forming stage

The forming stage involves a period of orientation and getting acquainted. Uncertainty is high during this stage, and people are looking for leadership and authority. A member who

asserts authority or is knowledgeable may be looked to take control. Team members are asking such questions as "What does the team offer me?" "What is expected of me?" "Will I fit in?" Most interactions are social as members get to know each other.

Storming stage

The storming stage is the most difficult and critical stage to pass through. It is a period marked by conflict and competition as individual personalities emerge. Team performance may actually decrease in this stage because energy is put into unproductive activities. Members may disagree on team goals, and subgroups and cliques may form around strong personalities or areas of agreement. To get through this stage, members must work to overcome obstacles, to accept individual differences, and to work through conflicting ideas on team tasks and goals. Teams can get bogged down in this stage. Failure to address conflicts may result in long-term problems.

Norming stage

If teams get through the storming stage, conflict is resolved and some degree of unity emerges. In the norming stage, consensus develops around who the leader or leaders are, and individual member's roles. Interpersonal differences begin to be resolved, and a sense of cohesion and unity emerges. Team performance increases during this stage as members learn to cooperate and begin to focus on team goals. However, the harmony is precarious, and if disagreements re-emerge the team can slide back into storming.

Performing stage

In the performing stage, consensus and cooperation have been well-established and the team is mature, organized, and well-functioning. There is a clear and stable structure, and members are committed to the team's mission. Problems and conflicts still emerge, but they are dealt with constructively. (We will discuss the role of conflict and conflict resolution in the next section). The team is focused on problem solving and meeting team goals.

Adjourning stage

In the adjourning stage, most of the team's goals have been accomplished. The emphasis is on wrapping up final tasks and documenting the effort and results. As the work load is diminished, individual members may be reassigned to other teams, and the team disbands. There may be regret as the team ends, so a ceremonial acknowledgement of the work and success of the team can be helpful. If the team is a standing committee with ongoing responsibility, members may be replaced by new people and the team can go back to a forming or storming stage and repeat the development process.

Team Norms and Cohesiveness

When you have been on a team, how did you know how to act? How did you know what behaviors were acceptable or what level of performance was required? Teams usually develop **norms** that guide the activities of team members. Team norms set a standard for behavior, attitude, and performance that all team members are expected to follow. Norms

are like rules but they are not written down. Instead, all the team members implicitly understand them. Norms are effective because team members want to support the team and preserve relationships in the team, and when norms are violated, there is peer pressure or sanctions to enforce compliance.

Norms result from the interaction of team members during the development process. Initially, during the forming and storming stages, norms focus on expectations for attendance and commitment. Later, during the norming and performing stages, norms focus on relationships and levels of performance. Performance norms are very important because they define the level of work effort and standards that determine the success of the team. As you might expect, leaders play an important part in establishing productive norms by acting as role models and by rewarding desired behaviors.

Norms are only effective in controlling behaviors when they are accepted by team members. The level of **cohesiveness** on the team primarily determines whether team members accept and conform to norms. Team cohesiveness is the extent that members are attracted to the team and are motivated to remain in the team. Members of highly cohesive teams value their membership, are committed to team activities, and gain satisfaction from team success. They try to conform to norms because they want to maintain their relationships in the team and they want to meet team expectations. Teams with strong performance norms and high cohesiveness are high performing.

Groupthink

Sometimes we feel like speaking up in a meeting, classroom, or informal group, but decide against it. Why?

Mainly due to shyness, or we may have been victim of groupthink. The phenomenon that arises when group members become so enamored of seeking concurrence that the norm for consensus alters the realistic appraisal of substitute courses of action and the full expression of deviant, minority or unpopular views.

It worsens an individual's mental efficiency, reality, testing, and moral judgment due to group pressure.

The symptoms of the groupthink phenomena are −

- Group members justify any resistance to the assumptions they have made. No matter how firmly the evidence contradicts their basic assumptions, members behave in way so as to reinforce those assumptions continually.

- Members apply direct pressure on those who briefly present their doubts about any of the views shared by the group or the one who question's the validity of arguments supporting the substitute favored by the majority.

- Members reserving doubt or holding contradicting viewpoints seek to avoid deviation from what appears to be group consensus, by maintaining silence about misgivings and minimizing the importance of their doubts to themselves.

- An illusion of unanimity appears in the picture. If someone doesn't speak, it is assumed that he or she is in favor. In other words, silence becomes viewed as a 'Yes' vote.

Groupshift

In balancing group decisions with the individual decisions of members within the group, evidence hints that there are differences. In some cases, the group decisions are more timid than the individual decisions. More often, the shift is close to greater risk.

What appears to happen in groups is that the discussion results in a significant shift in a position of members towards a more extreme position in the direction in which they were already leaning before the discussion.

So conservative types become more cautious and the more intrusive types take on more risk. The group discussion tends to fabricate the initial position of the group.

Group shift is the phenomena in which individual decisions make way for exaggerated group decisions. Group shift can be seen as a special case of groupthink.

The decision of the group shows the dominant decision-making norm that is developed during the group's discussion. Whether the shift in the group's decision is towards greater deliberation or more risk depends on the dominant pre-discussion norm.

The greater episode of the shift towards risk has generated several explanations for the phenomenon. It has been argued, for instance, that the discussion creates familiarization between members. As they become more comfortable with each other, they also become more bold, confident and daring.

Group decisions free any single individual from accountability for the group's final choice. Greater risk can be taken as even if the decision fails, no single individual can be held wholly responsible.

Techniques to Eliminate Groupthink & Groupshift

In order to eliminate group think and group shift from a group, we can use four different techniques that will help us make a collaborative decision that is best for the group. These techniques are −

- Brainstorming

- Nominal group thinking

- Didactic technique

- Delphi technique

Brainstorming

This technique includes a group of people, mostly between five and ten in number, sitting around a table, producing ideas in the form of free association. The main focus is on generation of ideas and not on evaluation of these ideas.

If more ideas can be originated, then it is likely that there will be a unique and creative idea among them. All these ideas are written on the blackboard with a piece of chalk so that all the team members can see every idea and try to improvise these ideas.

Brainstorming technique is very effective when the problem is comparatively precise and can be simply defined. A complex problem can be divided into parts and each part can be dealt with separately at a time.

Nominal Group Thinking

This technique is similar to brainstorming except that this approach is more structured. It motivates individual creativity.

Members form the group for namesake and operate independently, originate ideas for solving the problem on their own, in silence and in writing. Members do not communicate well with each other so that strong personality domination is evaded.

The group coordinator either collects the written ideas or writes them on a large blackboard so that each member of the group can see what the ideas are.

These ideas are further discussed one by one in turn and each participant is motivated to comment on these ideas in order to clarify and improve them. After all these ideas have been discussed, they are evaluated for their merits and drawbacks and each actively participating member is needed to vote on each idea and allot it a rank on the basis of priority of each alternative solution.

The idea with the highest cumulative ranking is selected as the final solution to the problem.

Types of teams

Teams are categorized into several types, based on how they organize themselves. We cannot say that one is better than another because each type of team organization can be a good fit for a particular situation. There are five main team types:

1. Functional teams

Functional teams are the most traditional corporate units that are typically represented by departments, as all the team members belong to the same department. A functional team

consists of people who have similar professional expertise, which means it's homogeneous. The roles and responsibilities in functional teams are assigned by a leader to whom team members report.

These teams are usually permanent.

Examples: a quality assurance team or a financial department.

Advantages:

1. Easier task allocation. When team members are organized by their specialization, it helps management assign tasks.

2. Operational speed. Specialized problems are handled fast because the people working on them have relevant knowledge and experience.

3. Coordination. The work of a functional team is strictly controlled and coordinated by a manager. Each person is in charge of their portion of duties.

4. Skill growth. Focusing on their specific responsibilities, team members get a chance to constantly improve.

Disadvantages:

1. Segregation. Members of functional teams focus on their narrow areas of expertise, which makes them isolated from the rest of the company's teams. This way, they may not see a broad perspective, lacking the understanding of how their work supports the organization.

2. Slower decision-making. In a company that consists of functional teams, making a decision takes longer since it requires heads of different units to meet and find a solution.

3. Decision-making is the prerogative of the leader, not individual contributors. Such an authoritative approach can be very demotivating, as it doesn't take the opinions of team members into account, this way making them feel less important.

2. Cross-functional teams

A cross-functional team is composed of representatives of various departments that have diverse functional expertise and skills but still work on the same objectives. Their main purpose is to break silos in the organizational structure. Like functional teams, cross-functional ones are homogeneous, as their members belong to the same hierarchical level.

Examples: a project team or a marketing team.

Advantages:

1. Diversity of perspectives. Each team member is an expert in a particular area, which helps a team see various sides of the problem and look for unconventional solutions.

2. Organizational alignment. Cross-functional work lets employees understand how departments are connected and affect each other, this way helping them share a common vision.

3. Accountability. When something does not go as planned, traditional functional teams tend to put the blame on other departments. This is not the case with cross-functional teams.

4. Diversity of abilities. A cross-functional team is able to handle different types of projects.

This helps to create well-rounded people throughout the organization that can think through complex problems more critically, and allows them to adjust their perspective of the product's development by considering how it affects others. – Donald Grim, Lead Agilist, Fifth Third Bank

Disadvantages:

1. Problems with team cohesion. It takes time for the members of cross-functional teams to work smoothly.

2. Conflicts caused by clashes of opinions.

3. Risk of decreased efficiency. Cross-functional teams may have difficulties trying to provide quality and meet standards since they have to deal with different processes and tools.

3. Self-managed teams

A self-managed team is a group of employees who work collaboratively and take full responsibility for both work processes and the final result. They work autonomously, without the supervision of a manager. This means that besides creating products or services, they also perform basic management functions - organizing, planning, leading, and controlling.

In self-managed teams, the decision-making power is distributed horizontally among team members. People make commitments to each other rather than to a leader.

Examples: Buurtzorg, Morning start, FAVI.

Advantages:

1. Higher motivation. Decision-making autonomy empowers employees to be active participants of business development. This encourages them to contribute more and make a difference, which makes such teams high-performing.

2. Focus on customers. Self-managed teams seek to satisfy the customer, not the leader. This way, they look for opportunities to enhance their product or service.

3. Adaptability. Since there is no traditional organizational hierarchy, such a team is more adaptable and ready to react in unstable situations.

4. Cost-effectiveness. A company doesn't have to hire managers and, consequently, spend money on that.

Disadvantages:

1. They are hard to implement. For most of us, self-management can seem too unusual. We're familiar with the old model of vertical management, where there is a manger on top of the hierarchy who gives directions and controls subordinates. To build a successful self-managed team, employees need special training.

2. Leadership problems. Without one specific leader, the chances are that more ambitious people will try to become informal leaders. That challenges the idea of self-management, because members of self-managed teams have equal power by default.

3. They won't work for teams that are not self-sufficient. Self-management empowers – but having opportunities doesn't mean you will use them. People may need someone who would encourage them to improve. In a self-managed team, people are busy with their own development, while in a traditional team, there is a manager who probably knows and keeps track of your strengths and weaknesses, and takes time to help you move in the right direction.

4. Virtual teams

These teams, also called remote or geographically dispersed, are teams the members of which work remotely, not being physically present. This has been made possible thanks to technological development. The Covid-19 pandemic caused the outburst of virtual teams – people had to work from home, but even after the pandemic, the trend of remote work still stays with us.

As a subtype of virtual teams, we can mention teams who work in asynchronous environment – which is, not only from different places, but also from different time zones. While working remotely still presumes you're supposed to attend real-time meetings and answer email within specific time frames, working asynchronously gives you a chance to communicate the way that works for you, using alternative methods, like recorded briefings. Organized properly, asynchronous work environments can be very productive.

Examples: freelance teams, service (client support) teams, network teams.

Advantages:

1. Decreased costs, for both employers and employees. Employers don't have to pay rent for office buildings and utilities, and employees can save money otherwise spent on travel expenses.

2. They allow recruiting a wider range of talent. It's easier to find qualified employees when your choice is not geographically limited.

3. A better <u>work-life balance</u> for employees. Working from home, you don't have to spend time on traveling to the office and back. This way, you get a chance to spend this time the way you'd like – sleeping more or spending time with family. Flexibility provided by virtual teams also lets you plan your time the way it works for you, so you can visit a doctor or solve administrative issues in the morning, and then continue work in the evening.

Disadvantages:

1. It takes longer to make decisions.

2. Working virtually may negatively affect <u>team culture</u>. Without real-life communication, team members may feel disconnected. It can also create trust issues, and hinder building a respectful workplace. Besides, leadership may have trouble trying to develop cultural values and get people to pursue the same company goals.

3. Some people have difficulties with personal time management. This is not only about missing deadlines – after all, deadlines are often missed at the office, too. For people with poor time management skills, working in virtual teams can be challenging as it requires you to schedule your time yourself.

Team of teams (Multi-team system)

This is a team that comprises various departments of the same organization. It's larger than a typical team but smaller than an organization. The purpose of a team of teams is to solve complex problems that require coordination.

In this team model, power is decentralized. It encourages a sense of partnership, urging people to work on the same goal. The model is based on meritocracy – the idea that you get recognized by what you do.

The concept is closely described in a 2015 book "Team of Teams", written by retired US Army General Stanley McCrystal. The book proves that even in a highly hierarchical organization like the US military, it's possible to create a well-aligned "team of teams" that gives people at the frontline (in the case of McCrystal, literally at the frontline) the authority to make independent decisions, and makes people adaptable to the requirement of the changing environment.

Empowered execution is one of the two factors of adaptability McCrystal mentions. The second one is shared consciousness – a "holistic awareness" of the situation and a sense of shared purpose. These two factors are not self-sufficient and work only in pairs.

McCsrystal also points out that leading such a team can be challenging:

Examples: emergency response teams (which could hypothetically consist of police, firefighters, medical technicians, emergency surgeons, and a recovery team,) Task Force teams

Advantages:

1. Working in a "team of teams" helps you gather many perspectives and find the most optimal solution. Cross-functional teams share diversified knowledge and practices, which can stimulate innovation and help gain a competitive advantage.

2. Adaptability. The absence of bureaucratic decision-making lets people find solutions quickly before it's too late.

Disadvantages:

1. Problems with alignment. When team members fail to synchronize their work, they risk having issues with priorities, deadlines, and task accomplishment. This will negatively influence <u>team effectiveness</u> and the speed of the teams' work.

2. Conflicts and trust issues. For a team of teams to be productive, the teams within it must trust each other. At the beginning of their collaboration, teams may have a prejudiced attitude toward each other. This creates tension, and tension creates work-related stress. These are not features of a <u>healthy environment.</u>

Objective Type Question
1. Question: What is the primary concept of groups and work teams in organizational behavior?
 - A) Enhancing individual performance
 - B) Maximizing shareholder wealth
 - C) Improving teamwork and collaboration
 - D) Ignoring organizational culture
  Answer: C) Improving teamwork and collaboration
2. Question: According to the Five Stage model of group development, which stage focuses on establishing roles and responsibilities?
 - A) Forming
 - B) Storming
 - C) Norming
 - D) Performing
  Answer: C) Norming
3. Question: Group norms are:
 - A) Rules and expectations by which a group guides its behavior
 - B) Financial strategies within organizations
 - C) Marketing trends
 - D) None of the above
  Answer: A) Rules and expectations by which a group guides its behavior
4. Question: Group cohesiveness refers to:
 - A) Conflict within a group
 - B) The degree of attraction among group members

- C) Financial incentives
- D) Legal regulations

Answer: B) The degree of attraction among group members

5. Question: What is groupthink?
   - A) A positive team dynamic
   - B) Excessive conformity and lack of critical thinking in a group
   - C) Individual decision-making
   - D) None of the above

   Answer: B) Excessive conformity and lack of critical thinking in a group

6. Question: Group shift refers to:
   - A) A positive change in group dynamics
   - B) Risk-taking behavior in groups
   - C) Individual performance
   - D) None of the above

   Answer: B) Risk-taking behavior in groups

7. Question: Teams differ from groups primarily in terms of:
   - A) Size
   - B) Structure
   - C) Interdependence and mutual accountability
   - D) None of the above

   Answer: C) Interdependence and mutual accountability

8. Question: Types of teams include all of the following EXCEPT:
   - A) Functional teams
   - B) Virtual teams
   - C) Hierarchical teams
   - D) Cross-functional teams

   Answer: C) Hierarchical teams

9. Question: Creating team players from individuals emphasizes:
   - A) Fostering individual competition
   - B) Promoting teamwork skills
   - C) Maximizing organizational hierarchy
   - D) Ignoring organizational culture

   Answer: B) Promoting teamwork skills

10. Question: Team-based work (TBW) focuses on:
    - A) Individual performance only
    - B) Group performance and collaboration
    - C) Financial strategies
    - D) None of the above

    Answer: B) Group performance and collaboration

11. Question: Leadership in organizational behavior refers to:
    - A) Executive decision-making
    - B) Inspiring and influencing others towards goals
    - C) Marketing trends
    - D) None of the above

    Answer: B) Inspiring and influencing others towards goals

12. Question: Trait theories of leadership focus on:

- A) Identifying innate characteristics of effective leaders
- B) Financial management strategies
- C) Political influences
- D) None of the above

Answer: A) Identifying innate characteristics of effective leaders

13. Question: The Ohio State studies identified two dimensions of leadership behavior:
    - A) Initiating structure and consideration
    - B) Decision-making and conflict resolution
    - C) Market analysis and product development
    - D) None of the above

    Answer: A) Initiating structure and consideration

14. Question: According to Fiedler's Contingency Theory, leadership effectiveness depends on:
    - A) Situational factors such as leader-member relations and task structure
    - B) Organizational culture only
    - C) Financial regulations
    - D) None of the above

    Answer: A) Situational factors such as leader-member relations and task structure

15. Question: Hersey and Blanchard's Situational Leadership Theory suggests that leadership style should be:
    - A) Fixed and rigid
    - B) Adaptive to follower readiness
    - C) Focused on individual performance
    - D) None of the above

    Answer: B) Adaptive to follower readiness

16. Question: Path-Goal Theory of leadership emphasizes:
    - A) Achieving organizational goals through directive behavior
    - B) Financial incentives
    - C) Political strategies
    - D) None of the above

    Answer: A) Achieving organizational goals through directive behavior

17. Question: The concept of leadership includes:
    - A) Ignoring team dynamics
    - B) Fostering teamwork and collaboration
    - C) Maximizing individual performance
    - D) None of the above

    Answer: B) Fostering teamwork and collaboration

18. Question: The Michigan studies on leadership focused on:
    - A) Identifying employee preferences
    - B) Organizational structure
    - C) Marketing strategies
    - D) None of the above

    Answer: B) Organizational structure

19. Question: Effective leadership is characterized by:
    - A) Micromanagement
    - B) Inspiring and motivating others

- C) Ignoring organizational goals
- D) None of the above

  Answer: B) Inspiring and motivating others

20. Question: Leadership theories help in understanding:
   - A) Team dynamics and performance
   - B) Economic trends
   - C) Legal regulations
   - D) None of the above

   Answer: A) Team dynamics and performance

UNIT – IV

ORGANISATIONAL CULTURE MEANING

Organizational culture, also sometimes called corporate culture, is basically the personality of a company. It's a combination of many things that influence how employees work and interact with each other, with customers, and with the company itself. Here's a breakdown of the key elements:

- **Values and Beliefs:** These are the core principles that guide the organization. They might be things like innovation, customer focus, teamwork, or integrity.

- **Attitudes and Behaviors:** This is how people actually behave within the company. Are they encouraged to take risks? Do they collaborate openly? Is it a casual or formal environment?

- **Systems and Rules:** These are the formal structures that shape how work gets done. This includes things like dress code, performance reviews, and communication protocols.

- **Symbols, Language, and Rituals:** These are the unwritten elements that can reveal a lot about the culture. For example, the way a company dresses, the jargon they use, or how they celebrate achievements can all be clues to the underlying culture.

- **It's Unique:** Every organization has its own unique culture, even within the same industry.

- **It's Powerful:** Culture can have a big impact on employee satisfaction, productivity, and customer service.

- **It's Evolving:** Culture isn't static. It can change over time as the company grows and adapts.

- **It's Not Always Intentional:** Sometimes culture develops organically, without any formal planning. But strong cultures are often the result of deliberate efforts by leadership.

ORGANISATIONAL STRUCTURE MEANING:

Organizational structure refers to the framework that defines how tasks, roles, and responsibilities are allocated and coordinated within an organization. It's essentially the blueprint that outlines how work gets done.

Think of it as the skeleton of a company. It provides the foundation for how the organization operates and achieves its goals. A well-defined organizational structure helps ensure that everyone in the company knows what they're supposed to do, who they report to, and how their work contributes to the overall success of the organization.
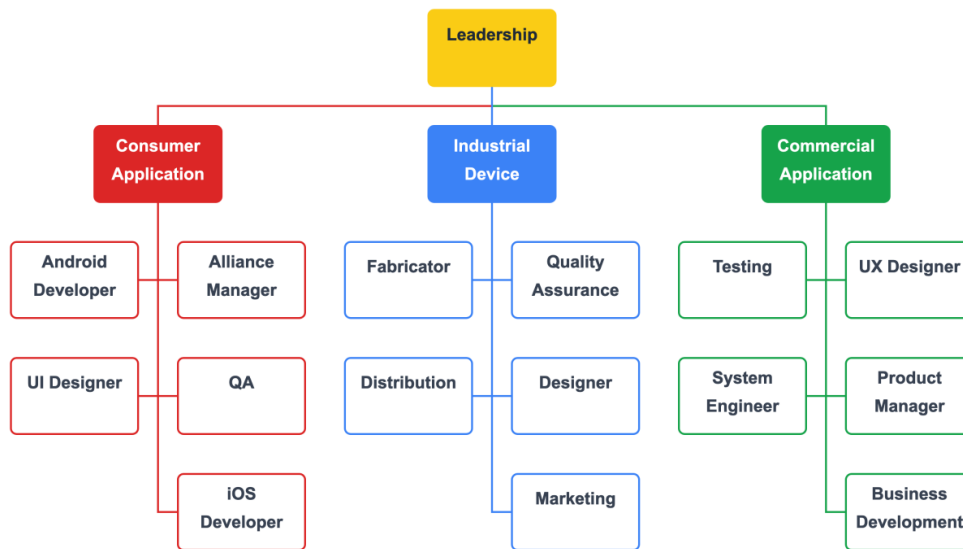
There are different types of organizational structures, each with its own advantages and disadvantages. The most common types of structures include:

Hierarchical structure: This is the traditional pyramid-shaped structure, with a clear chain of command from top to bottom. Decisions are made at the top and flow down to lower levels.

Functional structure: This structure groups employees by function, such as marketing, finance, or human resources. This can lead to efficiency and expertise within departments, but it can also make it difficult for different departments to collaborate.

Divisional structure: This structure groups employees by product, service, customer, or geographic location. This can be helpful for organizations that have a diverse range of products or services, but it can also lead to duplication of effort across divisions.

Matrix structure: This structure combines elements of both functional and divisional structures. Employees may report to two or more managers, which can provide flexibility and collaboration, but it can also lead to confusion and conflict.

The best organizational structure for a company will depend on a number of factors, such as the size and complexity of the company, the industry it operates in, and its overall goals.

CONCEPT OF CULTURE

Culture is a broad concept that encompasses the social behavior, institutions, and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities, and habits of the individuals in these groups. It's essentially the way of life of a particular group of people. Culture is learned, shared, and passed down from generation to generation.

Here are some of the key elements of culture:

1. **Language:** Language is a system of communication that includes spoken words, written symbols, and gestures. It is a fundamental part of culture, as it allows people to share ideas, thoughts, and feelings.

2. **Religion:** Religion is a set of beliefs concerning the cause, nature, and purpose of the universe, especially when considered as the creation of a superhuman agency or agencies, usually involving devotional and ritual observances, and often containing a moral code governing the conduct of human affairs. Religion can provide people with a sense of meaning and purpose in life, and it can also shape cultural norms and values.

    Art: Art is a way of expressing ideas and emotions through creative works. It can include painting, sculpture, music, literature, dance, and theater. Art can be a powerful force for cultural expression, and it can also be used to challenge or reinforce cultural norms.

    Values: Values are the beliefs that a culture holds about what is important and desirable. They can influence how people behave and make decisions.

    Norms: Norms are the rules of behavior that are expected of members of a culture. They can be formal or informal, and they can vary depending on the situation.

    Customs: Customs are the traditional ways of doing things in a culture. They can include things like how people greet each other, how they celebrate holidays, and how they eat meals.

CONCEPT OF CULTURE IMPACT

Culture is a broad concept that encompasses the many ways of life of a particular group of people. It's like a giant web woven from different threads, including:

- **Beliefs and Values:** This refers to the ideas people hold dear and the principles that guide their actions. It can involve religion, spirituality, or simply what's considered right or wrong.

- **Practices and Behaviors:** These are the everyday customs and traditions that people follow. It includes things like greetings, food habits, and how they celebrate holidays.

- **Arts and Expressions:** Culture is full of creativity! This includes everything from music and dance to literature and visual arts.

- **Social Institutions:** The structures that shape societies, like family units, governments, and educational systems, are also part of the cultural landscape.

Here's how this complex concept impacts our lives:

- **Identity:** Culture shapes who we are. It gives us a sense of belonging and helps us understand our place in the world.

- **Communication:** Culture shapes how we communicate with each other. It includes things like language, gestures, and even facial expressions.

- **Worldview:** Culture shapes how we see the world around us. It influences our values, beliefs, and even our perception of time.

- **Social Change:** Cultures are not static. They evolve and adapt over time, influenced by contact with other cultures and by historical events.

CULTURE: FUNCTIONS AND LIABILITY

Culture is a broad concept that encompasses the shared beliefs, values, and practices of a group of people. It's learned and transmitted from generation to generation, shaping how people see the world and interact with each other.

Functions of Culture:

Shared identity and belonging: Culture provides a sense of who we are and connects us to a larger group. Shared traditions, languages, and experiences foster a feeling of community and belonging.

Social order and norms: Culture establishes expectations for behavior, promoting social cohesion and cooperation. It includes things like greetings, table manners, and ways of dressing.

Meaning and perception: Culture shapes how we perceive the world and give meaning to our experiences. It influences our values, beliefs about right and wrong, and even our sense of humor.

Communication: Culture provides a common framework for communication, including language, gestures, and symbols. This allows people to understand each other and share information effectively.

Liability of Culture:

Culture, while positive in many ways, can also have downsides. Here's where the concept of cultural liability comes in.

Legal issues: Cultural practices can sometimes clash with laws. For instance, some cultural rituals might involve endangered animals or violate intellectual property rights, like using traditional music without permission.

Social conflict: Cultural differences can lead to misunderstandings and conflicts. It's important to be sensitive to cultural norms when interacting with people from different backgrounds.

Innovation and change: Strong cultures can sometimes resist change and hinder innovation. Cultural norms might discourage new ideas or ways of doing things.

Understanding culture is key to navigating these complexities. By appreciating the functions and potential liabilities of culture, we can foster better communication, cooperation, and respect for diversity.

CREATING AND SUSTAINING CULTURE

Culture, whether in a company, community, or even a nation, is a complex web of shared values, beliefs, and practices. It shapes how people interact and what they consider important. Here's a breakdown of how cultures are created and sustained:

Building the Foundation:

- **Shared Values:** At the core are common beliefs that guide behavior. This could be a focus on innovation, customer service, or social responsibility. Leaders play a crucial role in setting the tone and ensuring these values are understood by everyone.

- **Attracting the Right People:** Hiring those who resonate with the existing culture and desired values is key. This not only strengthens the culture but reduces friction within the group.

Shaping and Maintaining Culture:

- **Leadership by Example:** Leaders embody the desired culture through their actions and decisions. If they emphasize collaboration, they should actively collaborate, not dictate.

- **Communication and Recognition:** Clearly communicate expectations and values. Recognize and celebrate behaviors that align with the culture to reinforce positive norms.

- **Shared Experiences:** Create opportunities for people to work together and develop a sense of camaraderie. This can be through team projects, social events, or even storytelling about the company's history and values.

- **Feedback and Adaptation:** Cultures need to adapt to survive. Encourage open communication and be receptive to feedback on how the culture is working.

Remember:

- **Culture is Evolving:** Don't expect a static culture. As situations change, the culture may need to adapt while still staying true to its core values.

- **It's a Balancing Act:** Creating a strong culture takes time and effort. Focus on fostering a positive and productive environment while still allowing room for individual expression.

CONCEPT OF STRUCTURE

The concept of structure is all about how things are arranged and organized. It applies to both physical objects and abstract systems.

- **Arrangement of Parts:** At its core, structure is about how various components fit together. Imagine building with Legos - the way you connect the individual bricks creates the overall structure.

- **Interrelationships:** The connections between the parts are crucial. These connections determine how the parts influence each other and how the whole system behaves.

- **Forming a Whole:** Through this arrangement and interconnection, the individual elements come together to create a unified entity. The structure is more than just the sum of its parts.

Here are some examples to illustrate the concept in different fields:

- **Physical Structures:** Buildings, bridges, and machines all rely on a strong structure to function. The beams, rods, and other components are carefully arranged and connected to bear weight and maintain stability.

- **Biological Structures:** Living organisms have complex structures at various levels. From the DNA molecule's double helix to the intricate organization of cells and organs, structure plays a vital role in how life works.

- **Social Structures:** Societies function based on established structures, which are the patterns of relationships between people and groups. Family units, social classes, and government systems are all examples of social structures.

- **Abstract Structures:** Even intangible things can have structure. For instance, a story has a narrative structure with a beginning, middle, and end. Similarly, computer science uses data structures to organize information efficiently.

PREVALENT ORGANIZATIONAL DESIGNS

There are several prevalent organizational designs, each with its own strengths and weaknesses. The best design for an organization will depend on a number of factors, including the size of the organization,

Here are some of the most common organizational designs:

- **Hierarchical structure:** This is the most traditional type of organizational structure, often depicted as a pyramid. In a hierarchical structure, employees report to a single manager, who in turn reports to a higher-level manager, and so on up the chain of command? This type of structure can be very efficient, as it provides a clear chain of command and decision-making authority. However, it can also be slow to adapt to change and can stifle creativity.
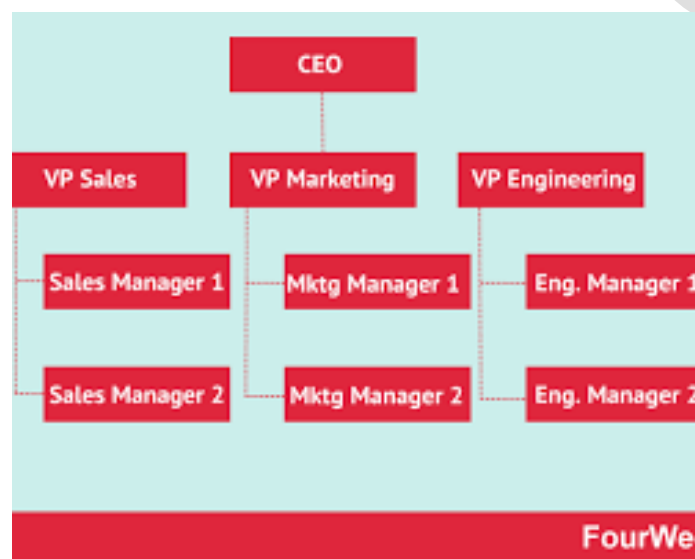
Hierarchical organizational structure

- **Functional structure:** In a functional structure, employees are grouped together by function, such as marketing, finance, or human resources. This type of structure can be very efficient, as it allows employees to specialize in their area of expertise. However, it can also lead to soloed thinking and a lack of communication between departments.

- **Divisional structure:** In a divisional structure, employees are grouped together by product, service, customer, or geography. This type of structure can be helpful for organizations that operate in multiple markets or that have a diverse product line. It can also allow for more autonomy and decision-making at the divisional level. However, it can also lead to duplication of effort and a lack of coordination between divisions.

- **Matrix structure:** In a matrix structure, employees report to two or more managers. This type of structure can be helpful for organizations that need to be both functional and divisional. However, it can also lead to confusion and conflict, as employees may not be clear about who they report to or what their priorities are.

- **Team-based structure:** In a team-based structure, employees are grouped together into teams that are responsible for completing a specific task or project. This type of structure can be very effective for organizations that need to be flexible and adaptable. However, it can also be challenging to coordinate the work of multiple teams and to ensure that everyone is working towards the same goals.

- **Flat structure:** In a flat structure, there are few levels of management between the top and the bottom of the organization. This type of structure can be helpful for organizations that need to be quick and responsive to change. However, it can also lead to a lack of direction and accountability.

- **Network structure:** In a network structure, organizations outsource many of their core functions to other companies. This type of structure can be very efficient, as it allows organizations to focus on their core competencies. However, it can also lead to a lack of control and a loss of institutional knowledge.

The best organizational design for an organization will depend on a number of factors, including the size of the organization, the industry it operates in, and its overall strategy. It is important to consider all of these factors when choosing an organizational design.

ORGANIZATIONAL STRUCTURE NEW DESIGN OPTIONS

Traditional hierarchical structures have served businesses well for a long time, but the modern business landscape demands more agility and innovation. This has led to the emergence of new design options for organizational structures. Here are a couple of key examples:

- **Team-Based Structures:** Instead of siloed departments, teams are formed around projects, products, or customer segments. This fosters collaboration, breaks down information barriers, and allows for faster decision-making. Think of a team working on launching a new product line. They might include members from marketing, engineering, sales, and customer service.

- **Virtual Organizations:** These organizations have a core, central team and outsource major functions to specialists or other companies. This allows them to scale quickly and access a wider talent pool without the overhead of a large physical infrastructure. For instance, a startup might outsource its IT support and manufacturing to focus on product development and marketing.

These are just two examples, and the best design option for your organization will depend on several factors, including:

- **Company size and stage:** Startups and smaller companies might be more suited for flatter, team-based structures, whereas larger corporations might benefit from a hybrid approach.

- **Industry and competition:** The demands of your industry will play a role. For instance, a tech company might prioritize agility and innovation, leading to a more team-based structure.

- **Company culture:** Some cultures thrive on clear hierarchies, while others prefer a more collaborative environment.

Objective Type Questions

1. Question: What does organizational culture primarily refer to?
   - A) Financial management strategies
   - B) Shared values, beliefs, and behaviors within an organization
   - C) Marketing techniques
   - D) None of the above
   Answer: B) Shared values, beliefs, and behaviors within an organization

2. Question: The impact of organizational culture includes:
   - A) Enhancing employee turnover
   - B) Improving organizational effectiveness
   - C) Decreasing job satisfaction
   - D) None of the above
   Answer: B) Improving organizational effectiveness

3. Question: Functions of organizational culture include:
   - A) Shaping employee behavior and decisions
   - B) Increasing operational costs
   - C) Limiting innovation
   - D) Ignoring workplace diversity
   Answer: A) Shaping employee behavior and decisions

4. Question: Liability of organizational culture refers to:
   - A) Legal issues within organizations
   - B) Financial audits
   - C) Marketing trends
   - D) None of the above
   Answer: A) Legal issues within organizations

5. Question: Creating and sustaining culture involves:
   - A) Maintaining organizational hierarchy
   - B) Fostering shared values and norms
   - C) Ignoring employee engagement
   - D) None of the above
   Answer: B) Fostering shared values and norms

6. Question: What does organizational structure primarily define?
   - A) Financial resources
   - B) Reporting relationships and communication channels
   - C) Marketing strategies
   - D) None of the above
   Answer: B) Reporting relationships and communication channels

7. Question: Prevalent organizational designs include:
   - A) Traditional hierarchy
   - B) Social media trends
   - C) Economic factors
   - D) None of the above
   Answer: A) Traditional hierarchy

8. Question: New design options in organizational structure emphasize:
   - A) Centralization and bureaucracy
   - B) Flexibility and adaptability
   - C) Legal regulations
   - D) None of the above
   Answer: B) Flexibility and adaptability

9. Question: Organizational culture impacts organizational effectiveness by:
   - A) Limiting employee engagement
   - B) Shaping employee attitudes and behaviors
   - C) Increasing operational costs
   - D) None of the above
   Answer: B) Shaping employee attitudes and behaviors

10. Question: The liability of organizational culture involves:
    - A) Legal risks and compliance issues
    - B) Financial strategies
    - C) Marketing techniques
    - D) None of the above
    Answer: A) Legal risks and compliance issues

11. Question: Functions of organizational culture include:
    - A) Limiting employee creativity
    - B) Shaping organizational identity
    - C) Increasing turnover rates
    - D) None of the above
    Answer: B) Shaping organizational identity

12. Question: Creating and sustaining culture involves:
    - A) Ignoring organizational values
    - B) Fostering shared beliefs and norms
    - C) Restricting organizational growth
    - D) None of the above
    Answer: B) Fostering shared beliefs and norms

13. Question: What does organizational structure primarily determine?
    - A) Financial outcomes
    - B) Decision-making processes
    - C) Marketing strategies
    - D) Reporting relationships and work flow
    Answer: D) Reporting relationships and work flow

14. Question: New design options in organizational structure focus on:
    - A) Centralized decision-making
    - B) Formal hierarchy
    - C) Flexibility and responsiveness

- D) None of the above

Answer: C) Flexibility and responsiveness

15. Question: Organizational culture impacts employee behavior by:
   - A) Increasing turnover
   - B) Shaping attitudes and norms
   - C) Limiting innovation
   - D) None of the above

Answer: B) Shaping attitudes and norms

16. Question: Liability of organizational culture includes:
   - A) Legal risks and ethical issues
   - B) Financial management
   - C) Marketing trends
   - D) None of the above

   Answer: A) Legal risks and ethical issues

17. Question: Functions of organizational culture involve:
   - A) Decreasing organizational identity
   - B) Enhancing teamwork
   - C) Ignoring employee satisfaction
   - D) None of the above

   Answer: B) Enhancing teamwork

18. Question: Creating and sustaining culture focuses on:
   - A) Minimizing organizational goals
   - B) Fostering shared values
   - C) Restricting organizational change
   - D) None of the above

   Answer: B) Fostering shared values

19. Question: Organizational structure determines:
   - A) Social media presence
   - B) Reporting relationships and communication channels
   - C) Financial strategies
   - D) None of the above

   Answer: B) Reporting relationships and communication channels

20. Question: New design options in organizational structure emphasize:
   - A) Centralization and bureaucracy
   - B) Adaptability and innovation
   - C) Economic factors
   - D) None of the above

   Answer: B) Adaptability and innovation

UNIT – V

ORGANISATIONAL CHANGE, CONFLICT AND POWER

ORGANISATIONAL CHANGE

Organizational change refers to the process of an organization undergoing significant shifts in its structure, operations, or culture. These changes can be driven by internal factors, like a need to improve efficiency, or external factors, like new technologies or market trends.

- **Types of Change:** It can encompass various aspects of the organization, including:

  - **Structure:** Restructuring departments, creating new teams, or merging existing ones.

  - **Strategy:** Altering the organization's goals, target markets, or competitive approach.

  - **Processes:** Modifying workflows, implementing new technologies, or streamlining procedures.

  - **Culture:** Shifting company values, communication styles, or employee behaviors.

- **Importance of Change Management:** Effectively managing organizational change is crucial for its success. This involves clear communication with employees, providing training and support, and addressing any resistance to change.

Overall, organizational change, when managed well, can lead to increased efficiency, improved performance, and better adaptation to a dynamic business environment.

Forces of change

Forces of change are factors that cause or influence something to change or develop. They can be internal or external to a system.

- **Internal forces of change** originate from within the system itself. These forces can be planned, such as a new strategic direction, or unplanned, such as a decline in employee morale.

- **External forces of change** originate from outside the system. These forces are often beyond the control of the system, such as a change in government regulations or a new technological innovation.

Here are some specific examples of internal and external forces of change:

Internal forces of change:

- Leadership changes

- Changes in organizational culture or values

- New technologies or processes

- Mergers or acquisitions

- Financial performance

- Employee satisfaction

External forces of change:

- Economic conditions

- Political or social changes

- Technological advancements

- Demographic trends

- Customer preferences

- Competition

Understanding the forces of change is important for any organization or individual that wants to be successful in the long term. By anticipating and adapting to change, organizations can remain competitive and individuals can achieve their goals.

Planned change

Planned change refers to a deliberate and systematic approach to modifying something, usually within an organization. It's about strategically moving a company, team, or even yourself in a new direction. This could involve changes to:

- **Structure:** Restructuring departments, creating new teams, or reporting lines.

- **Processes:** How work gets done, like implementing new software or changing workflows.

- **Culture:** The overall values and behaviors within a company.

- **Goals:** Setting new objectives and priorities.

The key to planned change is that it's not random or impulsive. There's a clear reason for the change, a plan for implementing it, and ideally, a way to measure its success.

Here are some reasons why organizations might undertake planned change:

- **Adapt to market changes:** New technologies, competitor activity, or economic shifts might necessitate a change in strategy.

- **Improve efficiency:** Streamlining processes or adopting new tools can save time and money.

- **Boost employee engagement:** A culture shift or revamped work policies can create a happier and more productive workforce.

- **Meet new goals:** The organization might be looking to expand into new markets or launch new products.

If you're interested in learning more about planned change, there are various resources available online and in libraries. You might also find these terms helpful:

- **Organizational development (OD):** A field of study dedicated to improving organizational effectiveness through planned change.

- **Change management:** The process of guiding people and teams through a transition.

Resistance in organizational

Resistance in organizations refers to the pushback against change, often arising from individuals or entire departments. It's a natural human tendency to prefer the familiar, and change can disrupt routines, require new skills, or create uncertainty about job security.

Here's a breakdown of resistance in organizations:

Causes of Resistance:

- **Individual Reasons:**

    o Fear of the unknown: Stepping outside comfort zones can be anxiety-provoking.

    o Lack of trust in leadership: If employees doubt the change is well-considered, they might resist.

    o Habit: People get accustomed to established ways of doing things.

- **Organizational Reasons:**

    o Poor communication: Unclear explanations about the change and its benefits can breed distrust.

    o Inflexible culture: Organizations with rigid hierarchies or a focus on tradition might struggle with change.

o   Lack of resources: If employees don't have the time or training to adapt, resistance can arise.

Signs of Resistance:

- Overt resistance: Openly arguing against the change, negativity, or even sabotage.

- Covert resistance: Missed deadlines, subtle negativity, or a lack of enthusiasm.

Overcoming Resistance:

- **Effective Communication:** Clearly explain the "why" behind the change and its benefits for both the organization and employees.

- **Employee Involvement:** Get people on board by involving them in the decision-making process or soliciting feedback.

- **Training and Support:** Provide resources to help employees adapt, such as training on new skills or technologies.

- **Building Trust:** Foster a culture of open communication and address employee concerns honestly.

By understanding the reasons behind resistance and taking proactive steps to address them, organizations can create a smoother and more successful change implementation process.

ORGANISATIONAL APPROACHES

The term "organizational approaches" can refer to two main things:

- **Organizational structure:** This refers to how a company is formally organized, including the division of labor, hierarchy, departments, and communication channels. There are several common structures, such as simple, functional, divisional, and matrix structures

- **Organizational behavior:** This is the study of how people and groups behave within organizations. There are four main approaches to studying organizational behavior: classical, human relations, systems, and contingency

This focuses on the formal framework of the organization. Here are some common types:

- **Simple structure:** Flat hierarchy with few managers, common in startups

- **Functional structure:** Departments grouped by function (e.g., marketing, finance, HR) **Divisional structure:** Departments grouped by product, service, or customer

- **Matrix structure:** Employees report to multiple managers, offering flexibility but can be complex

Choosing the right structure depends on the organization's size, industry, and goals.

Organizational Behavior

This approach focuses on the human aspect of organizations. Here are the four main approaches:

- **Classical approach:** Emphasizes efficiency and productivity through scientific management

- **Human relations approach:** Focuses on employee satisfaction and motivation

- **Systems approach:** Views the organization as a whole system with interconnected parts **Contingency approach:** Recognizes that the best approach depends on the specific situation Understanding these approaches can help managers improve employee performance, create a positive work environment, and achieve organizational goals.

Lewin's Change Theory

The behavior of change (how people accept, embrace, and perform it) is the core component of modern organizational change management. Kurt Lewin's Model of Change was the first widely recognized model of change management.

While it was initially extremely popular, current service management thinking criticizes the model for being too abstract and simplistic to make a fundamental change in today's organizations since the corporate landscape is so complex and dynamic. But, the three-step model of change still has its place today, and it provides some real, actionable guidance.

What Is Lewin's Change Model?

Kurt Lewin, a leader in change management, was a German-American social psychologist who practiced in the early 20th century. Lewin was one of the first people to research organizational development and group dynamics, and **he developed his three-stage model to evaluate two areas:**

- The change process of corporate environments

- How the status-quo affects organizational changes

He proposed that the behavior of an individual in response to changes is a function of group behavior. Interactions and forces affecting the group structure jeopardize the individual's behavior and capacity to change. Because of this, the group environment must be a consideration in the organizational change process.

Lewin's three-stage model describes the status-quo as the present situation, but the process to implement a proposed change should continue to evolve. **To understand group and individual behavior, we must evaluate the entire organizational environment**, known as field theory, which is used to develop most change models, including this one.

The Three Stages of Change

Let's look at the three stages of Lewin's model and how it describes the nature of change, how to implement it, and common challenges that accompany it.

1. Unfreeze

During the first stage, Lewin identifies human behavior (as it pertains to change) as a "quasi-stationary equilibrium state." You can think of this state as a mindset, a physical and mental capacity that can *almost* get reached, but it initially sits where the mind can evolve without attaining that capacity.

Lewin also argues that change follows resistance, and the group forces prevent individual people from embracing the change. Because of this, it's necessary to agitate that equilibrium state to instigate a behavior pattern more open to change. He suggests an emotional stir-up might cause a disturbance to the group dynamics and force a feeling of self-righteousness among individual members. But, there are a variety of other ways to shake up the current status quo, and you'll need to consider whether or not an individual, group, or company-wide change is a necessary adjustment.

Actions in the first "unfreeze" stage can include things like:

- Determining what aspects need to change. You can do this by surveying your company to gain a better understanding of why (and if) changes are necessary.

- Ensuring support from the C-suite and management. To achieve support, you'll want to enlist the help of stakeholders and frame your issue in a way that will create a positive impact company-wide.

- Creating a need for change. You can create this need by marketing a compelling message stating why change is a good thing and communicate about the change using a long-term vision.

2. Change

Once the status-quo has been "unfrozen," it's time to start implementing the changes. Organizational change is known for being complex, so executing a planned-out change might not have the results you predicted. Therefore, it's essential to prepare various change options, from planned change processes to trial-and-error ones. With each change attempt, it's necessary to look at what worked, what didn't, and which parts of the process were resistant to change.

There are two important drivers of a successful and effective organizational change process. These are:

- **Information flow**, which refers to sharing information at multiple levels of the company's hierarchy to make a variety of expertise and skills available and coordinate <u>problem-solving</u> company-wide.

- **Leadership** which you can define as the influence that certain people have in the group to achieve a common goal. Well-planned organizational change processes require a <u>defined vision</u> and motivation from the leadership.

An iterative approach is also a necessity when it comes to sustaining changes. According to Lewin, changes left without reinforcement are likely to be short-lived and, therefore, will fail to meet the organization's objectives.

- <u>Communicate clearly</u> throughout the organization about the planned changes, their benefits, and who will get affected. Answer any questions the people involved may have and clarify any misunderstandings.

- Empower and promote actions that inspire change. Encourage your employees to get involved with the changes, and support your managers by providing daily and weekly direction.

- Involve everyone as much as you can. Small, easy wins can turn into larger ones quickly, and working with a larger number of people can help you with your stakeholders.

3. Refreeze

The final step is about sustaining the changes you implemented. The goal for everyone involved is to consider this as the new status quo so that they no longer resist the forces of change. Without taking appropriate steps to sustain and reinforce the new changes, the previous behaviors tend to reassert themselves. Organizations should consider implementing both formal and informal mechanisms to implement and "freeze" new changes. Taking those steps to counter the effects of resistance to the changes can help them become the new normal over time.

During the refreeze phase, companies should:

- Tie new changes into the company culture by identifying the change supports and barriers.

- Promote and develop practices to sustain the changes over the long term, like:

  - Ensuring that leadership and management get support from stakeholders and employees.

  - Establishing processes for people to give their feedback.

- <u>Offer training</u> and support for both the short and long-term, and promote both informal and formal methods for sustaining the changes.

Advantage of Using Lewin's Change for Organizational Change?

Lewin's Change Management three-step model is a great choice for organizational change because it is easy to understand and put into practice throughout organizations. However, unlike other commonly used methods, **it only requires these three simple steps and doesn't take long to execute**.

Even better is that Lewin's Change Management theory runs parallel to other efficient methods that don't directly impact the business's continuity. Furthermore, this means that **you can easily implement this or make changes without the risk of uprooting your company**.

The Disadvantages of Using Lewin's Change Method

This sound theory often has some generous payouts. It does come with some disadvantages. **Changes in a workplace can cause a lot of discomfort for employees**. They will often become worried about their performance. Change within a company is often a good thing. However, it carries with it some doubt or even discouragement with staff.

The other huge disadvantage happens most commonly in the refreezing stage. **The refreezing stage can take the longest to see the results of the recent implementations**. If changes continue to happen before the first is settled, it can cause even more disruption.

CONCEPT OF CONFLICT

Conflict is a fundamental concept that arises when there's a disagreement between people or groups. It's more than just a difference of opinion; it's when those differences lead to friction and the perception that one party's needs or desires will negatively impact the other. Here's a breakdown of the key aspects of conflict:

- **Disagreement:** At the heart of conflict lies a fundamental incompatibility. This could be about interests, goals, values, beliefs, or even just preferred approaches.

- **Perception of Threat:** For conflict to exist, at least one party needs to feel that the other's position is a threat to their own well-being. This threat can be real or perceived.

- **Emotional Response:** Conflict often evokes emotions like frustration, anger, or anxiety. These emotions can further escalate the situation.

Conflict can arise in various contexts:

- **Interpersonal:** Disagreements between friends, family members, romantic partners, etc.

- **Intragroup:** Conflicts within teams or organizations due to competing goals or personalities.

- **Intergroup:** Disagreements between different social groups, cultures, or nations.

It's important to note that conflict isn't inherently negative. It can be a catalyst for positive change, forcing people to confront different perspectives and find creative solutions. However, unmanaged conflict can be destructive, leading to breakdowns in communication, relationships, and even violence.

CONFLICT PROCESS

The conflict process refers to the stages that a disagreement typically goes through, from the initial underlying conditions to the final outcome. There are different models that describe this process, but some common stages include:

- **Potential Opposition or Incompatibility:** This is the first stage, where there are underlying conditions that create the possibility of conflict. This could be things like competing needs, scarce resources, or differences in values or opinions.

- **Cognition and Perception:** At this stage, people involved in the conflict become aware of the disagreement and start to interpret it. This is where perceptions and emotions come into play, and how people view the situation can significantly affect the outcome.

- **Intentions:** Based on their perceptions and emotions, people involved in the conflict decide how they want to act. They may choose to compete, collaborate, compromise, avoid the conflict altogether, or accommodate the other side.

- **Behavior:** This is the stage where the conflict becomes visible. People take actions based on their intentions, which can involve communication, arguments, or even physical altercations.

- **Outcomes:** The final stage is the outcome of the conflict. This can range from a win-lose situation for one party, a compromise where both sides give up something, a collaborative solution that addresses everyone's needs, or even a worsening of the conflict.

Understanding the conflict process can be helpful for managing conflict in a healthy way. By recognizing the stages and the factors that influence them, people involved in a disagreement can take steps to de-escalate the situation and work towards a positive resolution.

Here are some additional points to consider:

- There are different types of conflict, such as task conflict (disagreement about how to complete a task) and relationship conflict (disagreement about the relationship itself).

- Conflict can be positive or negative. Constructive conflict can lead to creativity and innovation, while destructive conflict can damage relationships and hinder productivity.

- There are various conflict resolution styles that people can use to manage conflict, such as assertive communication, active listening, and negotiation.

Conflict Types:

1. **Functional**

2. **Dysfunctional**

Conflict is a disagreement between people or groups. It can arise for many reasons, including differing interests, personalities, or values. Conflict can be positive or negative,

Functional Conflict

Functional conflict, also known as constructive conflict, is a disagreement about tasks, goals, or methods for achieving a shared goal. It can be a positive force for change and innovation. For example, two employees may disagree on the best way to approach a project. This disagreement can lead to a more creative and effective solution than either employee could have come up with on their own.

Here are some characteristics of functional conflict:

- Focused on the issue, not the personalities involved

- Respectful of different viewpoints

- A willingness to compromise

Dysfunctional Conflict

Dysfunctional conflict, also known as destructive conflict, is a negative and unproductive interaction that hinders progress. It can damage relationships and create a hostile work environment. Dysfunctional conflict can arise from a variety of factors, such as poor communication, personality clashes, or a lack of trust.

Here are some characteristics of dysfunctional conflict:

- Focuses on personal attacks rather than the issue at hand

- Disrespectful of others' opinions

- An unwillingness to compromise

Characteristics of Conflict

- Perceived incompatibilities
- Expressed struggle
- Interdependence of parties
- Simultaneous cooperation and competition
- Potential interference or blocking of goals

Dysfunctional Conflict is a natural part of any relationship. The important thing is to learn how to manage conflict in a healthy and productive way.

Introduction to power and politics.

Power and politics are fundamental forces shaping behavior within organizations. Understanding these concepts is crucial for anyone navigating the complexities of an office environment.

Power:

- **Definition:** The ability to influence others and achieve goals, even in the face of resistance.

- **Sources of Power:** There are various bases of power, including:

  o **Formal power:** Authority granted by an individual's position in the hierarchy (e.g., manager, CEO).

  o **Personal power:** Influence stemming from individual qualities like expertise, charisma, or strong relationships.

- **Expert power:** Power derived from specialized knowledge or skills.

- **Referent power:** Power based on personal likeability or admiration.

- **Resource power:** Control over valuable resources like budgets, equipment, or information.

Politics:

- **Definition:** The use of power and influence to gain advantage within an organization. It involves strategies for acquiring, using, and maintaining power.

- **Political Tactics:** People engage in various tactics to exert influence, such as:

  - **Coalition building:** Forming alliances with others who share similar interests.

  - **Impression management:** Creating a positive image to gain support.

  - **Negotiation:** Bargaining to achieve a mutually beneficial outcome.

The Importance of Power and Politics:

- **Decision-Making:** Power dynamics influence who gets to make decisions and how resources are allocated.

- **Conflict Resolution:** Political maneuvering often plays a role in resolving disagreements within organizations.

- **Career Advancement:** Understanding and navigating organizational politics can be crucial for career success.

The Two Faces of Power and Politics:

These concepts can be used for both positive and negative purposes.

- **Positive Aspects:** Power and politics can be used to promote innovation, advocate for change, and build strong teams.

- **Negative Aspects:** Political maneuvering can lead to unethical behavior, manipulation, and hinder organizational effectiveness.

By understanding the dynamics of power and politics in organizations, individuals can become more effective at achieving their goals while fostering a healthy work environment.

Objective Type Question

1. Question: What are forces of change in organizational behavior?
   - A) Economic factors only
   - B) Social media trends
   - C) External and internal factors influencing organizational operations
   - D) None of the above

   Answer: C) External and internal factors influencing organizational operations

2. Question: Planned change in organizations involves:
   - A) Spontaneous decision-making
   - B) Systematic efforts to improve organizational effectiveness
   - C) Marketing strategies
   - D) None of the above

   Answer: B) Systematic efforts to improve organizational effectiveness

3. Question: Resistance to change in organizations can be due to:
   - A) Lack of communication
   - B) Increased job satisfaction
   - C) Financial incentives
   - D) None of the above

   Answer: A) Lack of communication

4. Question: Lewin's model of change includes which stages?
   - A) Unfreezing, changing, refreezing
   - B) Forming, storming, norming
   - C) Marketing, finance, operations
   - D) None of the above

   Answer: A) Unfreezing, changing, refreezing

5. Question: Organizational development (OD) focuses on:
   - A) Individual job satisfaction
   - B) Enhancing organizational effectiveness through planned interventions
   - C) Legal regulations
   - D) None of the above

   Answer: B) Enhancing organizational effectiveness through planned interventions

6. Question: Conflict in organizational behavior refers to:
   - A) Agreement among team members
   - B) Incompatible goals or actions between individuals or groups
   - C) Economic factors
   - D) None of the above

   Answer: B) Incompatible goals or actions between individuals or groups

7. Question: The conflict process involves:
   - A) Avoidance and accommodation
   - B) Collaboration and consensus
   - C) Perception, emotion, and behavior
   - D) None of the above

   Answer: C) Perception, emotion, and behavior

8. Question: Types of conflict in organizations include:
   - A) Task conflict and interpersonal conflict
   - B) Marketing conflict and financial conflict

- C) Leadership conflict and management conflict
- D) None of the above

  Answer: A) Task conflict and interpersonal conflict

9. Question: Functional conflict in organizations:
   - A) Enhances organizational performance
   - B) Decreases employee turnover
   - C) Limits innovation
   - D) None of the above

   Answer: A) Enhances organizational performance

10. Question: Dysfunctional conflict in organizations:
    - A) Promotes teamwork
    - B) Impedes organizational goals
    - C) Increases job satisfaction
    - D) None of the above

    Answer: B) Impedes organizational goals

11. Question: Power in organizational behavior refers to:
    - A) Control over resources and decisions
    - B) Individual job satisfaction
    - C) Marketing trends
    - D) None of the above

    Answer: A) Control over resources and decisions

12. Question: Politics in organizational behavior involves:
    - A) Ethical decision-making
    - B) Informal processes and influence tactics
    - C) Financial strategies
    - D) None of the above

    Answer: B) Informal processes and influence tactics

13. Question: Forces of change include:
    - A) Economic factors
    - B) Political affiliations
    - C) Social media presence
    - D) All of the above

    Answer: D) All of the above

14. Question: Planned change is characterized by:
    - A) Random adjustments
    - B) Systematic efforts
    - C) Operational changes
    - D) None of the above

    Answer: B) Systematic efforts

15. Question: Resistance to change can be minimized by:
    - A) Lack of communication
    - B) Employee involvement and communication
    - C) Financial incentives
    - D) None of the above

    Answer: B) Employee involvement and communication

16. Question: Lewin's model stages include:

- A) Freezing, changing, reformation
- B) Unfreezing, changing, refreezing
- C) Forming, storming, norming
- D) None of the above

Answer: B) Unfreezing, changing, refreezing

17. Question: Organizational development (OD) aims to:
   - A) Maximize individual job satisfaction
   - B) Enhance organizational effectiveness
   - C) Ignore organizational goals
   - D) None of the above

   Answer: B) Enhance organizational effectiveness

18. Question: Conflict arises from:
   - A) Agreement among team members
   - B) Compatible goals
   - C) Incompatible goals or actions
   - D) None of the above

   Answer: C) Incompatible goals or actions

19. Question: Functional conflict contributes to:
   - A) Organizational dysfunction
   - B) Improved decision-making
   - C) Decreased productivity
   - D) None of the above

   Answer: B) Improved decision-making

20. Question: Power in organizational behavior involves:
   - A) Control over resources and decisions
   - B) Limited influence
   - C) Financial incentives
   - D) None of the above

   Answer: A) Control over resources and decisions