



DNYANSAGAR INSTITUTE OF MANAGEMENT & RESEARCH

Approved by AICTE, New Delhi, Affiliated to Savitribai Phule Pune University

SEM I

102 Organisational Behaviour

GENERIC CORE (GC) COURSES – 3 Credits Each

50 Marks CCE, 50 Marks ESE

(3 Credits LTP: 2:1:1 Compulsory Generic Core Course)

Chapter 1 : Fundamentals of OB

RESOURCE PERSON : PROF. DR. RACHANA SHIKHARE

Prof. Dr. Rachana Shikhare

- An Educationist : past 20 years , including 6 yrs corporate flair.
- Training Manager at Tech Mahindra Ltd. for 4 years leading ESG (Educational Services Group) functions in Pune.
- Mentored Teams and groomed them for end-to-end business dealings thereby played a techno- managerial role at software development & Training Organizations in Pune.
- Professor with finest institutions in academics such as Sinhgad Institutes , Maharishi Karve Institutes and DYPatil Institutes .
- Adjunct Faculty@BITs-Pilani for M.S. Programme. (Corporate Wing)
- Authored Research Papers presented and published at National and International Conferences and Journals.
- Passionate Voice Over Artist ; Counselor & NLP Beginner practitioner.
- Currently Full Time Faculty Resource at SKP's DIMR- Pune.



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OB - Updated Syllabus COs

Course Outcomes: On successful completion of the course the learner will be able to

CO# COGNITIVE ABILITIES COURSE OUTCOMES

- CO102.1 REMEMBERING DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
- CO102.2 UNDERSTANDING EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
- CO102.3 APPLYING MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
- CO102.4 ANALYSING DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
- CO102.5 EVALUATING FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
- CO102.6 CREATING ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

Source : SPPU - MBA Revised Curriculum 2019 CBCGS & OBE Pattern



Organisational Behaviour

SPPU Syllabus Brief Content

- 1. Fundamentals of OB.**
- 2. Perception.**
- 3. Group and Team Dynamics .**
- 4. Conflict Management**
- 5. Stress at workplace**

Books Recommended

- **Suggested Text Books:**

- 1. Organizational Behaviour, Robins
- 2. Organizational Behaviour, Nelson & Quick
- 3. Organizational Behaviour, Fred Luthans
- 4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
- 5. Organizational Behaviour, M N Mishra
- 6. Organizational Behaviour, K Ashwathappa

- **Suggested Reference Books:**

- 1. Understanding OB, Uday Pareek
- 2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
- 3. Human Resource Management, Nkomo, CENGAGE Learning

Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only .



Orientation Session

❑ Instructions :

- ✓ Students are supposed to maintain this OB Reflection Diary.
- ✓ This has to be done at the end of every Class.
- ✓ It should include the TAKE AWAYS from the sessions/activity/games/exercises/case studies/storytelling.
- ✓ This will be checked randomly as surprise check.
- ✓ This Diary will be reviewed and will carry part of Internal Marks.
- ✓ The CCE component specified in SPPU ; will be mapped with this efforts.
- ✓ At the end do not forget to write your own reflections on the overall Unit and the Subject aligning it with your understanding and self study.

A photograph of a spiral-bound notebook with handwritten text in blue ink. The text is organized into a form for an 'OB Reflection Diary'. The fields include: 'Resource Person:', 'Your Name:', 'Session No', 'Date:', 'Topic:', 'Teaching Method:', and 'Activity Done.'. Below these is a section for 'Learnings from the session:' with the prompt 'In this session I learnt...' followed by a numbered list (1), (2), and a vertical ellipsis. The handwriting is in blue ink on lined paper.

OB Reflection Diary

Resource Person:
Your Name :

Session No Date:

Topic :

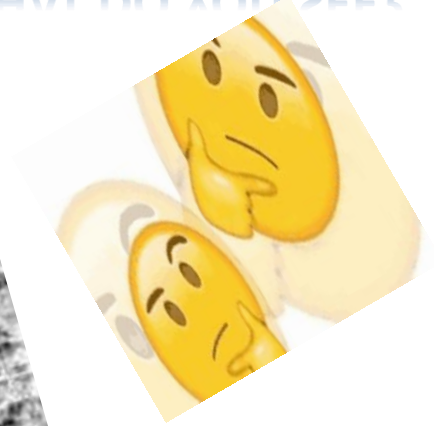
Teaching Method : /Activity Done.

Learnings from the session:
In this session I learnt ...

1)
2)
:



WHAT DO YOU SEE?





CAN YOU FIND THE OWNER OF THIS DOG?



perception



**“The power of imagination created
the illusion that my vision went much
farther than the naked eye could
actually see.” Nelson Mandela**

www.creativecorporateculture.com

Human Behavior in Organizations

Clockworks or Snake pit?



**Human Behavior
in the
Organization**

Let's Get to know each other and OB



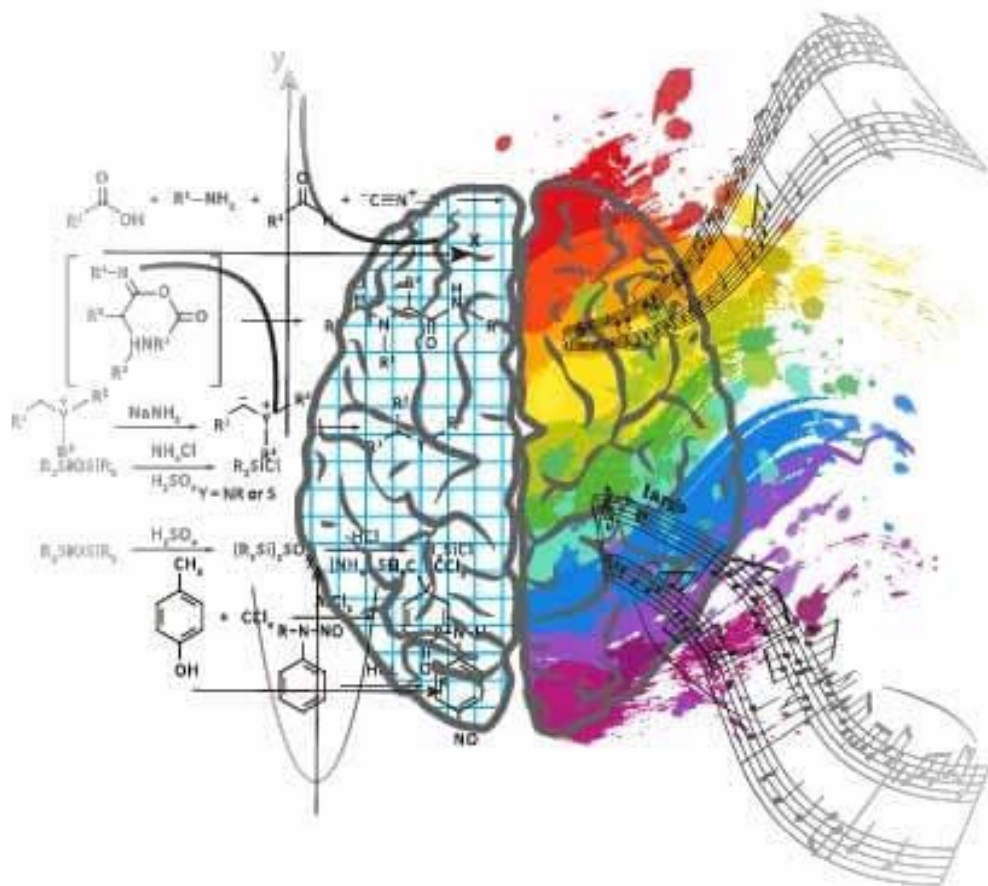


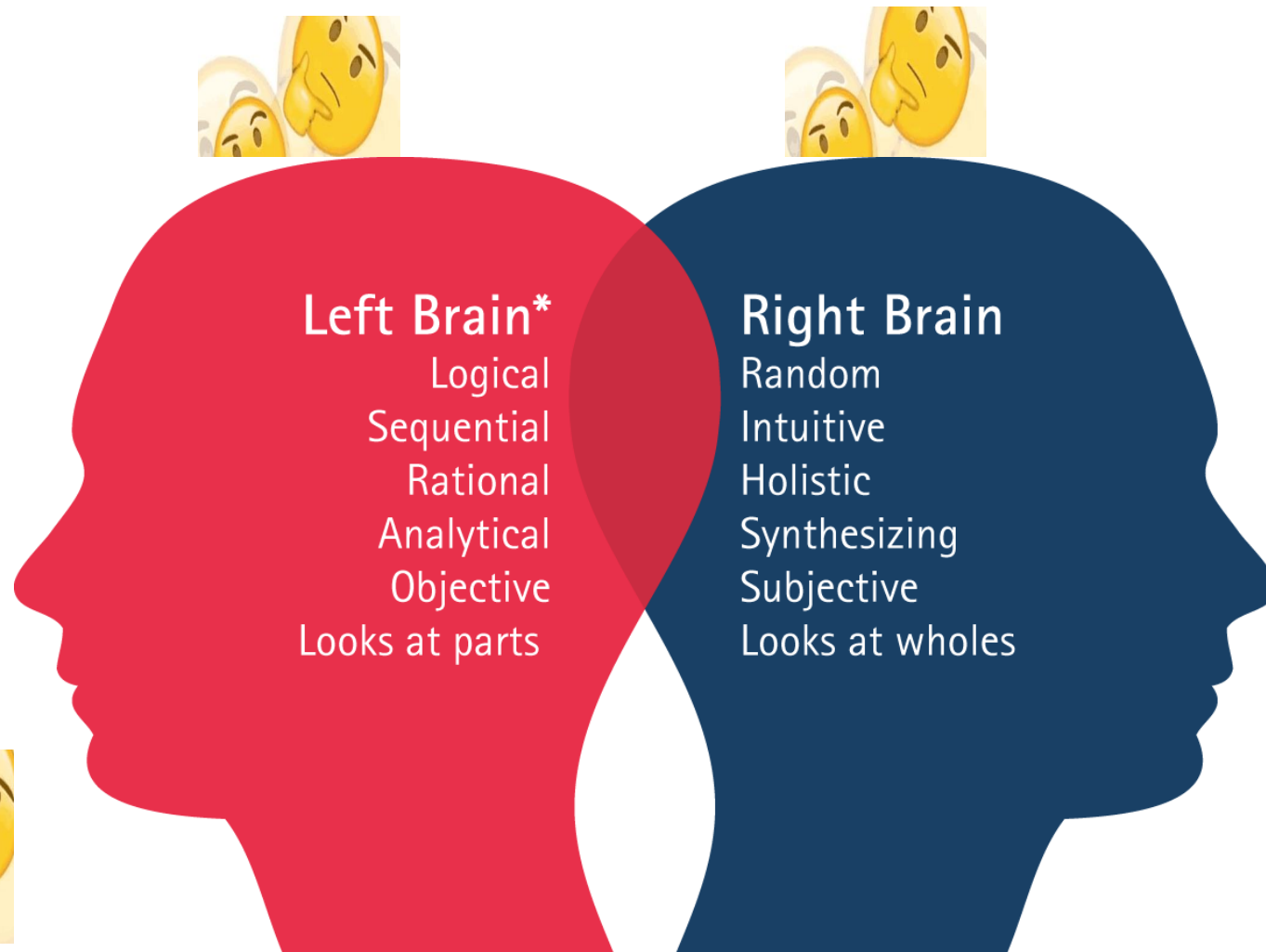
Take Away from the Activity

- Did you liked the activity ? Why?
- Was it easy for you to find an adjective for your name? Why?
- How would you like associating a good quality to someone?
- How can this game relate to creating an environment of unity and integrity /righteousness among the batch-mates?

Discussion

- What are values and behavioural traits?
- Do you think certain moral values and behavioural traits affect interpersonal relation and in turn effects your performance and thereby your study/ work?





*Source: Funderstanding.com, Inc., New Jersey

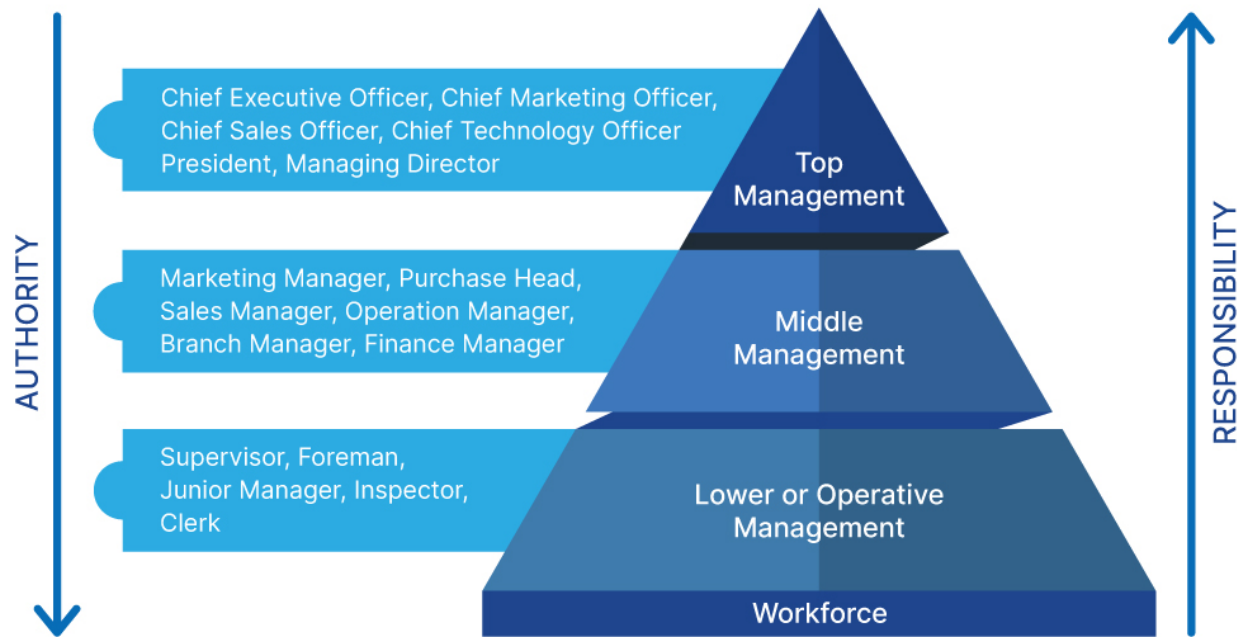


Group Exercise

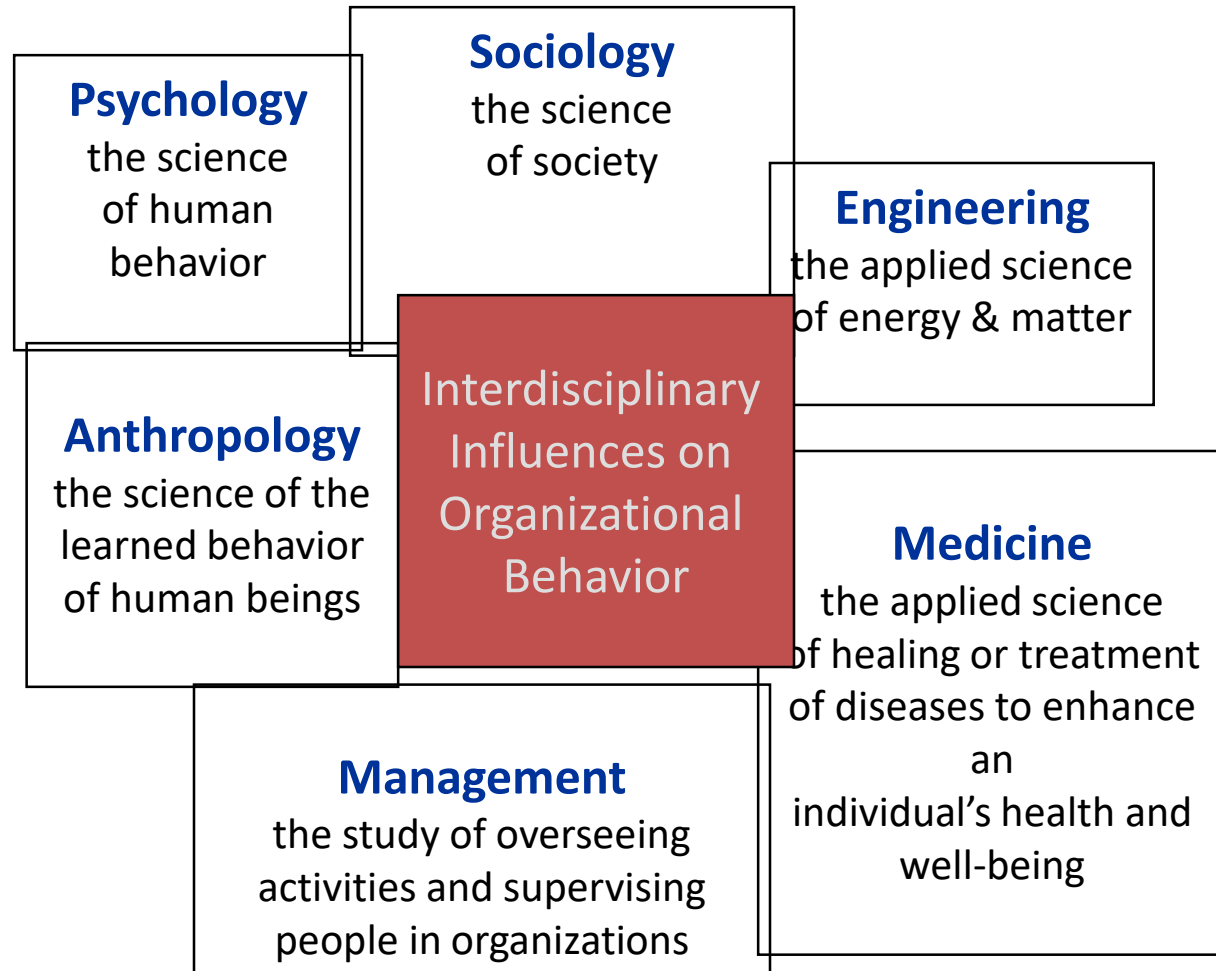
Best Job—Worst Job

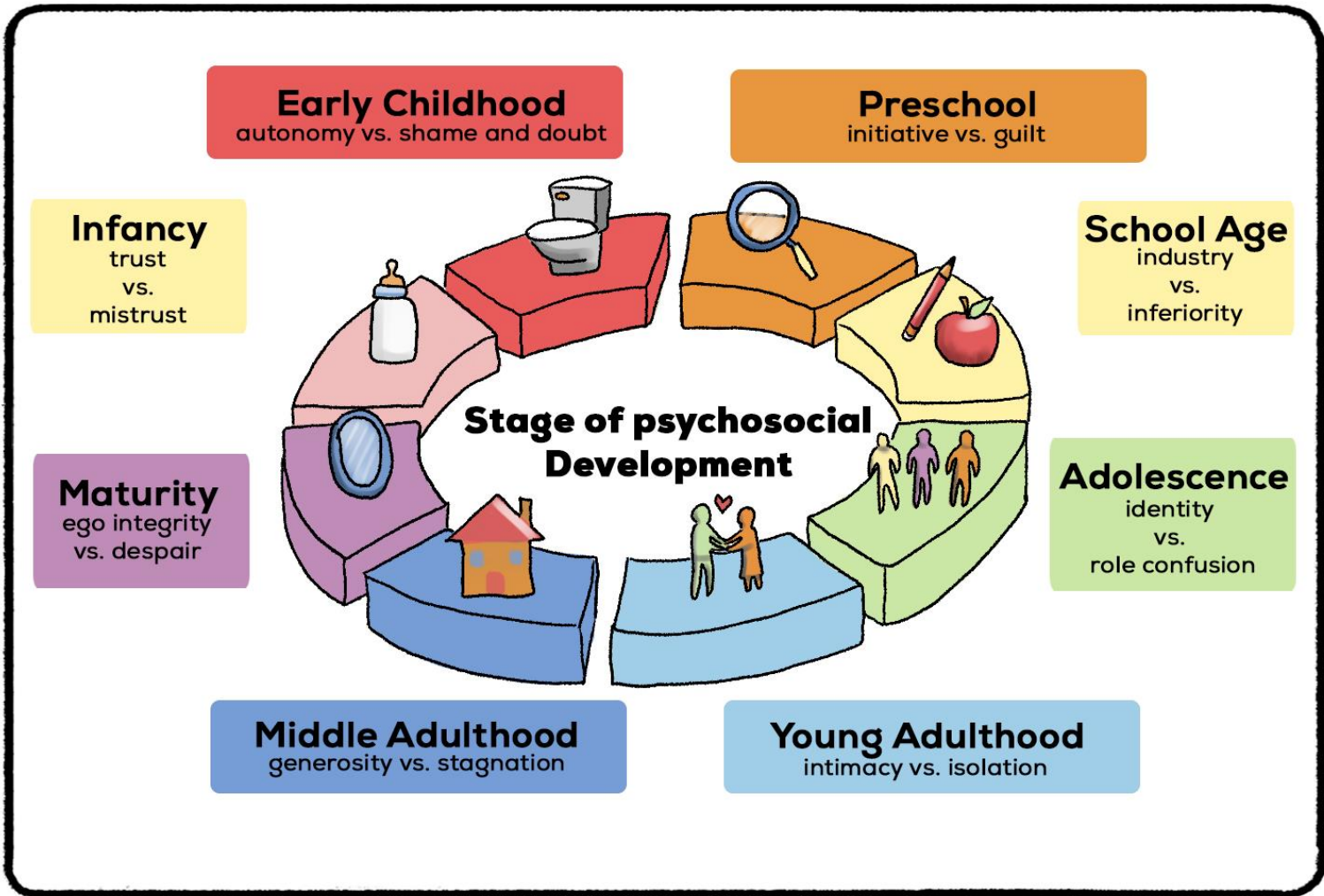
1. Please think about the best and worst jobs you have ever had. If you have never had a job, think of a school project instead. What made the job or project great or horrible?
2. Now get into a small group of students and share your experience with them. Listen to what others are saying and see if you see any themes emerge. For example, what are the most common features of the best jobs? What are the most common features of the worst jobs?

Understanding Business Pyramid In Organisations



Interdisciplinary Influences on Organizational Behavior





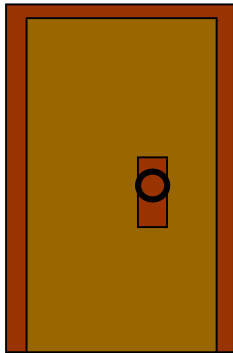


Organizational behavior

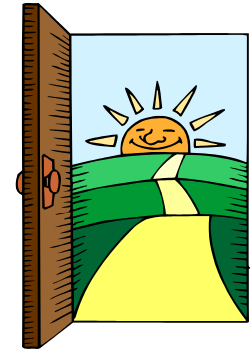
- complements organizational theory,
- which focuses on organizational and intra-organizational topics, and
- complements human-resource studies, which is more focused on everyday business practices.”

Reactions to Change

Rigid and
Reactive

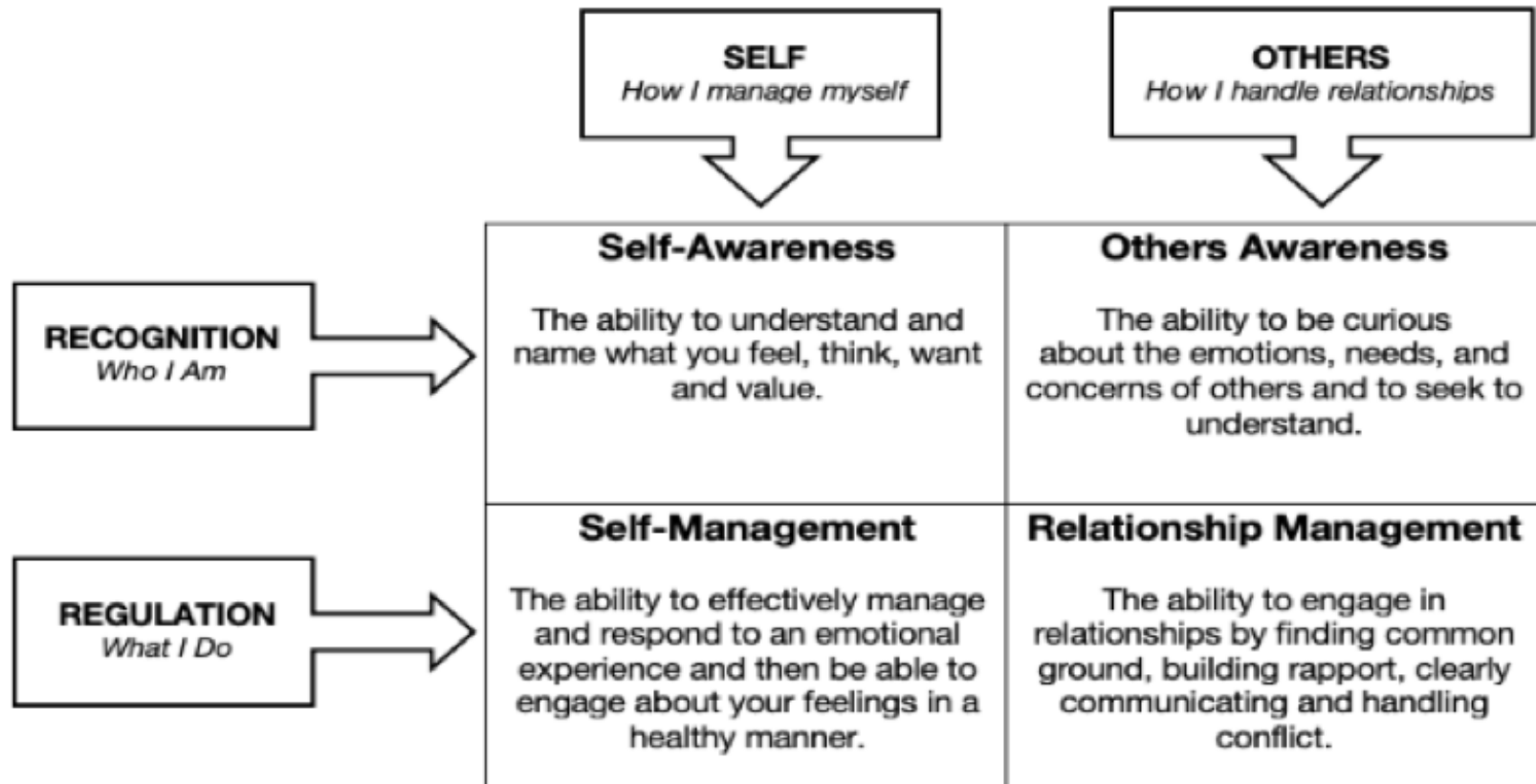


self-awareness,
self-management,
social awareness,
and relationship management



Open and
Responsive

Reactions to ChangeImpetus





Chapter 1 : Fundamentals of OB.

Part 1

- Evolution of management thought , five functions of management,
- Definition, scope and importance of OB, Relationship between OB and the individual,
- Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC),
- Limitations of OB. Values, Attitudes and Emotions: Introduction, Values, Attitudes.

Part 2

- Personality & Attitude: Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude.

Part 3

- Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ.

Open Systems View of Organization : Scope of OB

1. Tasks: *an organization's mission, purpose, or goal for existing.*

Task environment:

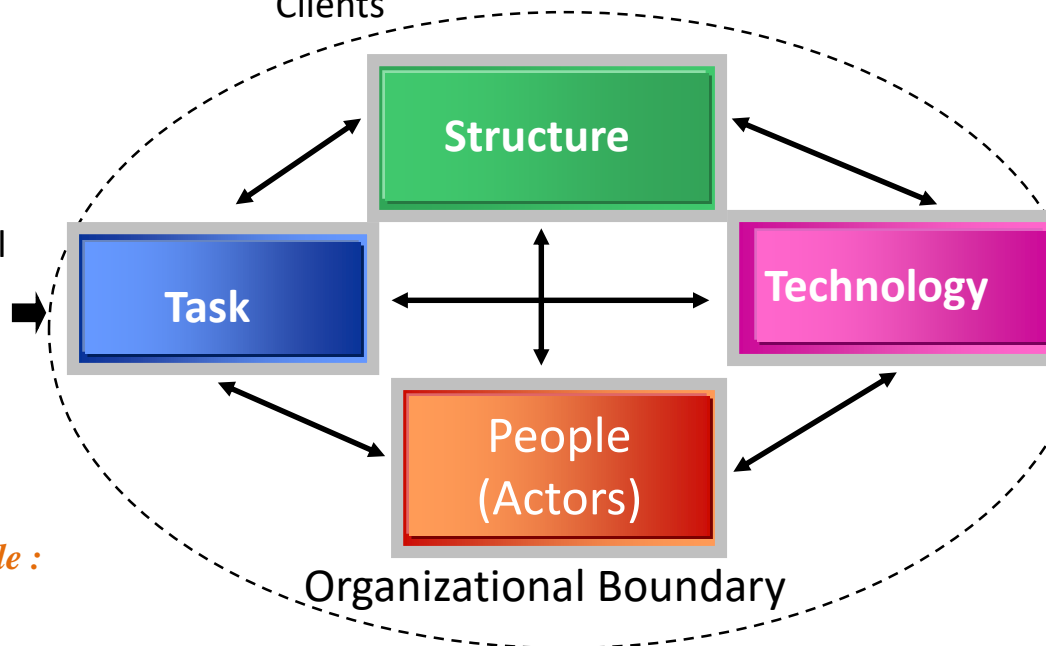
Competitors
Unions
Regulatory agencies
Clients

2. Structure : *the manner in which an organization's work is designed at the micro level; how departments, divisions, and the overall organization are designed at the macro level*

Inputs:

Material
Capital
Human

4. Social System / People : *the human resources.*



Outputs:

Products
Services

3. Technology : *the tools, knowledge, and/or techniques used to transform inputs into outputs*

Based on Harold Levitt, "Applied Organizational Change in Industry: Structural, Technological, and Humanistic Approaches," in J.G. March (ed.), *Handbook of Organizations*, Rand McNally, Chicago, 1965, p. 1145. Reprinted by permission of James G. March

Learning Objective(s) of this session are to:

- **Understand What and Why of the course**
- **Introduce to the Concept of OB**
- **Generate awareness of the scenario around us.**
- **Appreciate the purpose/utility of the subject.**

Organisation

A consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.



What are organisations ?



- ❑ Organizations are defined as social arrangements, constructed by people, who can also change them.

----Buchanan and Huczynski (1997)

- ❑ Organizations are a system of cooperative activities - and their coordination requires something intangible and personal that is largely a matter of personal relationships.

---- Barnard (1938)

- ❑ OB is concerned with “the study of the structure, functioning and performance of organizations, and the behavior of groups and individuals within them”.

---- Pugh (1971)

Organizational Behavior



A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Understanding OB

- A complex set of forces affects the nature of organisations today.
- It can be classified into 4 areas as follows:
 1. People
 2. Structure
 3. Technology
 4. Environment

When people join the organization to accomplish the goals/ objectives, some kind of structure is required. They use machinery, gadgets & technology to achieve the organizational goals. At the same time they are influenced by external environment.

Organizational behavior

Provides a set of tools
that allow:

People to understand,
analyze, and describe
behavior in organizations

Managers to improve, enhance,
or change work behaviors so
that individuals, groups and
the whole organization can
achieve their goals



Five Aspects of a Career*

- Career success or failure is best determined by the individual, in terms of his/her personal goal achievement
- No absolute career evaluation standards exist
- Examine a career subjectively (e.g., values and personality fit) and objectively (e.g., job choices, competencies needed)
- Make decisions about occupation and pursue activities to attain career goals throughout your lifetime
- Consider cultural factors as they impact performance and career opportunities
- *Note: * Value added input*

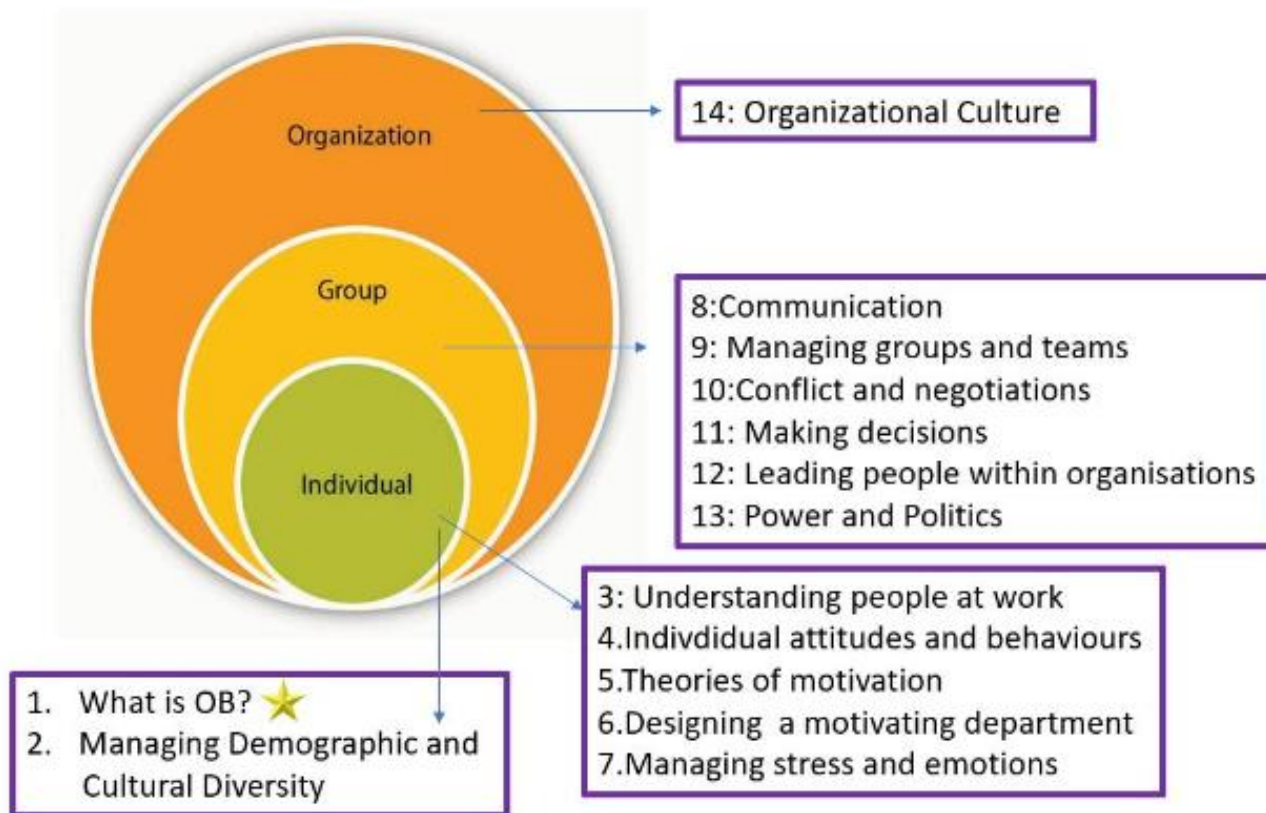
Career Development*

- A career is a sequence of work-related positions occupied by a person during a lifetime.
- Career development involves making decisions about an occupation and engaging in activities to attain career goals.
- A career plan is an individual's choice of occupation, organization, and career path.



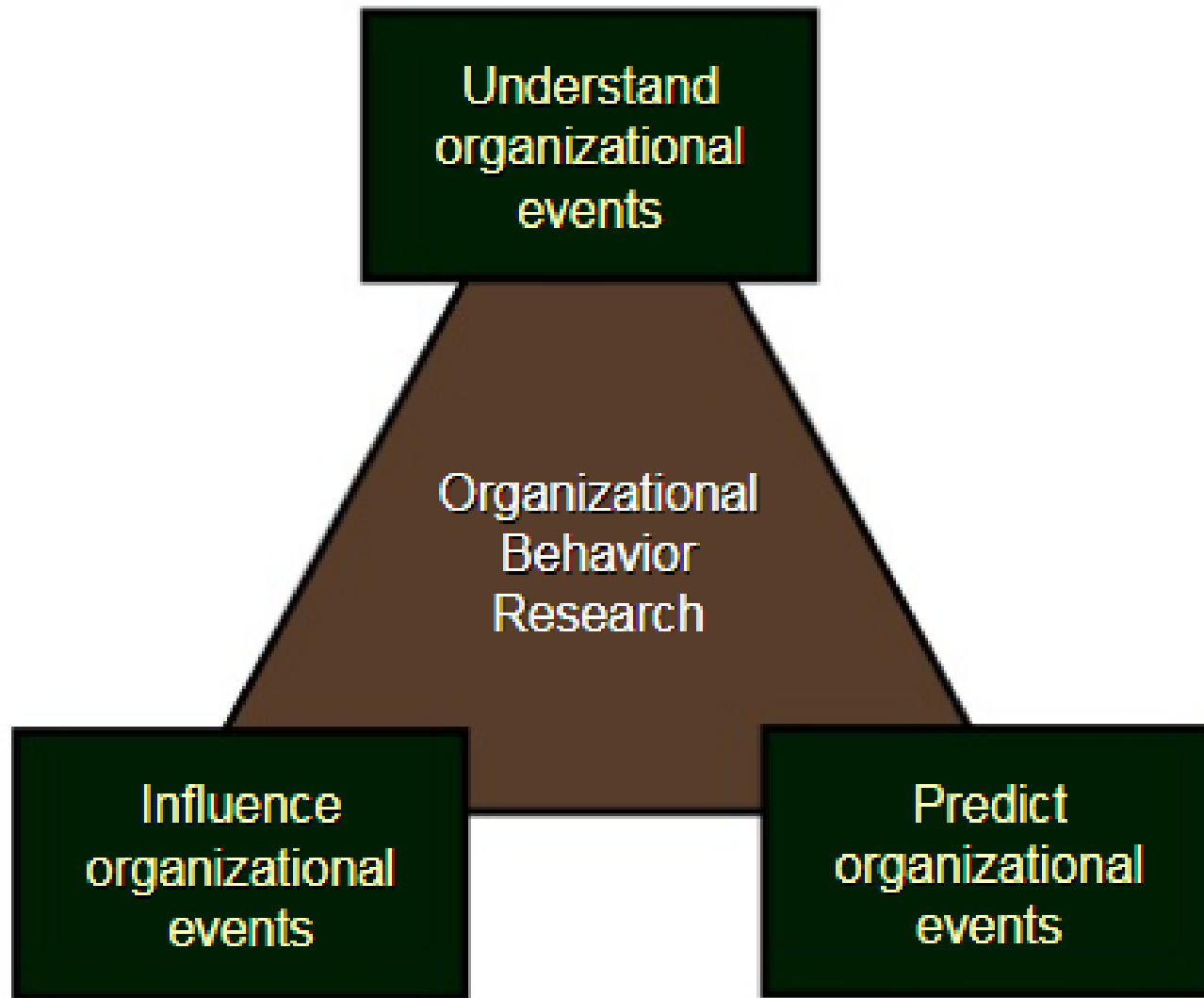
*Note: * Value added input*

How Organisation Behaviour works ?



OB In Professional Life: Glimpse

Why study Organisation Behaviour ?



Goals of OB

➤ **OB has four primary goals which are typical of any science, they are:**

- To describe : systematically how people behave under a variety of conditions.
- To understand : why people behave as they do.
- To predict : future employee behaviour.
- To control : human activity at work.

OB in professional life

EXAMPLE

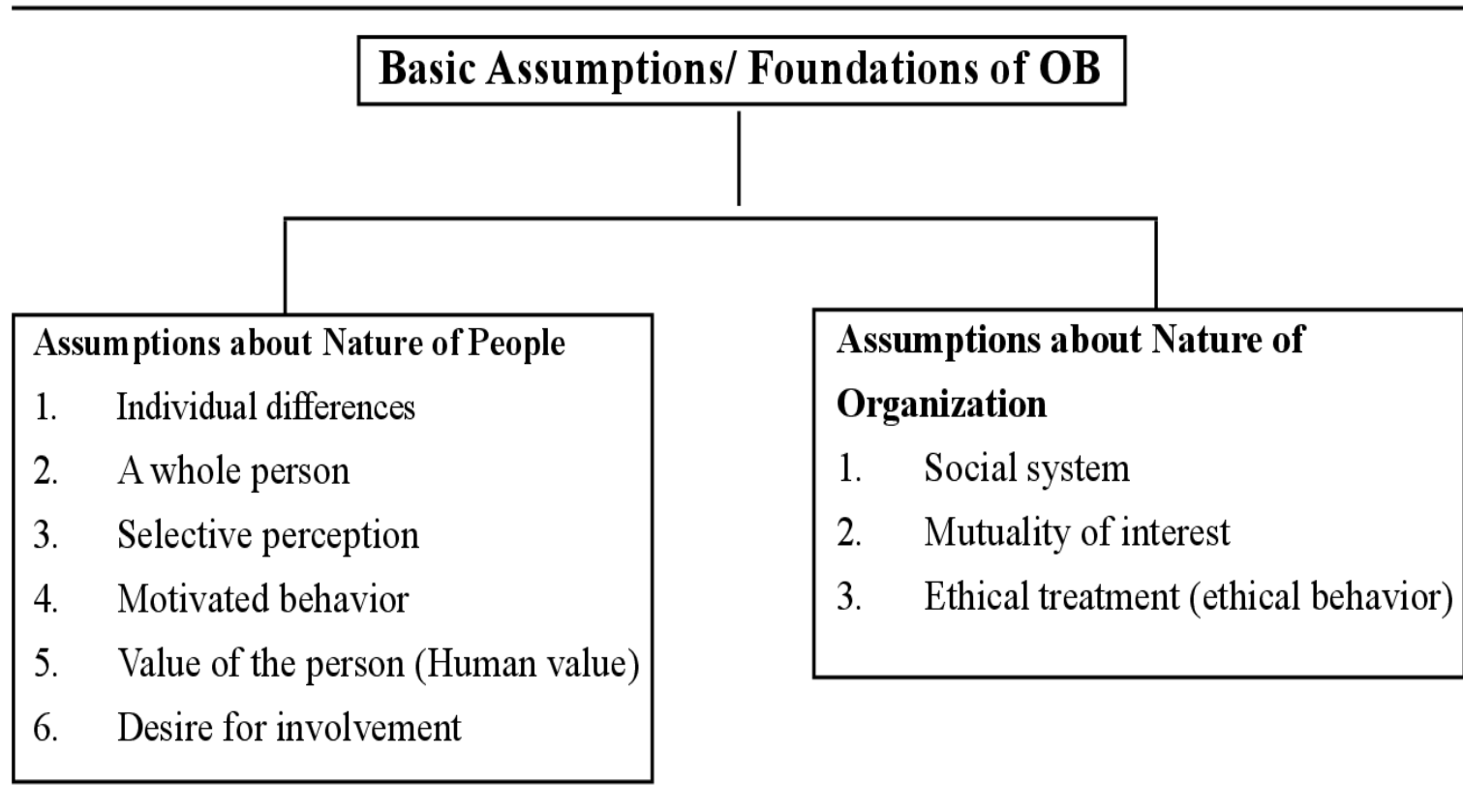
If I want to understand my boss's personality, I would be examining the individual level of analysis. If we want to know about how my manager's personality affects my team, I am examining things at the team level. But, if I want to understand how my organization's culture affects my boss's behavior, I would be interested in the organizational level of analysis.



What is Organizational Behavior?

- **Definition:** The study of human behavior, attitudes, and performance in organizations.
- **Value of OB:** Helps people attain the competencies needed to become effective employees, team leaders/members, or managers
- **Competency** = an interrelated set of abilities, behaviors, attitudes, and knowledge needed by an individual to be effective in most professional and managerial positions

Foundation of OB



Scope of OB

Scope of O.B

Intra-Personnel Behaviour

1. Personality
2. Attitude
3. Perception
4. Learning
5. Opinion
6. Motivation
7. Job satisfaction

Inter-personnel Behaviour

Group Dynamics
Inter- group conflict
Leadership
Communication

Transactional Analysis

About Organisation.

1. Formation
2. Structure
3. Effectiveness
4. Formal & Informal Org.

Importance/Significance of OB

- OB provides a roadmap to our lives in organizations.
- It uses scientific research to help us understand and predict organizational life.
- OB helps us influence organizational events.
- OB helps an individual understand himself/herself and others better.
- OB is useful for maintaining cordial industrial relations.
- OB is useful in the field of marketing.
- Reader is interested in pursuing a career in management and wants to learn how to predict behaviour.
- Positive OB leads to good relations at workplace forming great organisation with good environment and culture ; end result is elevated performance and higher productivity.

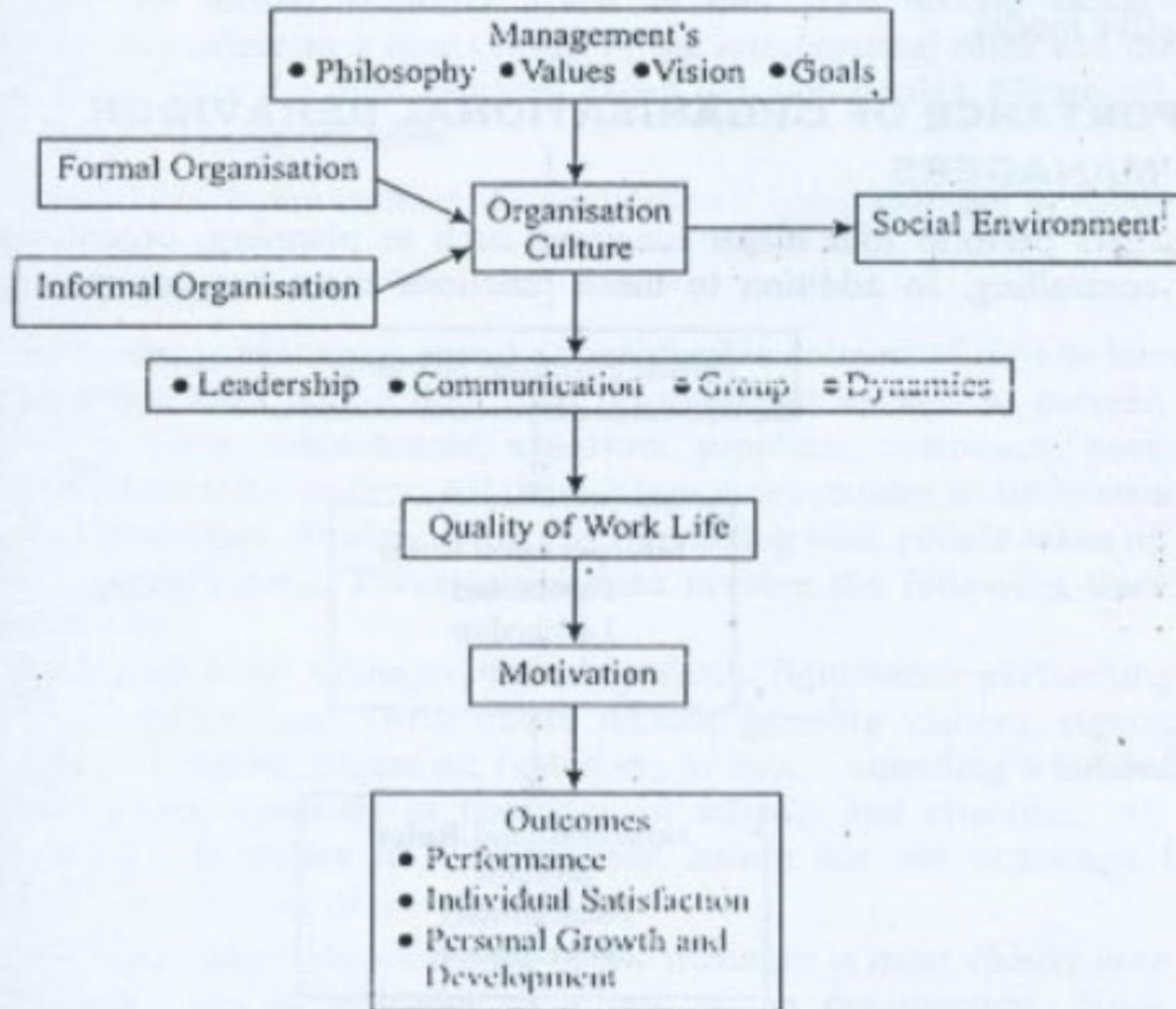


Figure 3.1: Major Elements of a Good Organisational Behaviour System



102 Organisational Behaviour

Chapter 1 (Continued)

- ☐ Evolution of management thought
- ☐ Case Study Orientation

RESOURCE PERSON : PROF. DR. RACHANA SHIKHARE



Pedagogies

- CASE Method
- Class discussion
- Activities/Games
- Audio Visual aids
- Review Tasks
- Class Assignments & Tutorials
- Cooperative and Collaborative Method



Three Assumptions Required for Learning from Structured Activity

- Each student must accept responsibility for his/her own behavior, actions, and learning
- Each student must actively participate in the individual/group structured learning activity
- Each student must be open to new information, new skills, new ideas, and experimentation

PLEASE
COMMENT



CASE Method Approach

- What is a CASE and Caselets / short cases?
 - A CASE is a Business Scenario
 - A caselet is a shorter version of a case study, generally two to three pages in length. Caselets are similar to case studies in that they may either describe a sequence of events or put forth an issue or problem that requires decision making
- The basic objective of a caselet is to allow the learner to apply ideas and insights from theory to the real-life issues and problems contained in the caselet
- The major steps in CASE Analysis Method are:
 - Problem Definition
 - Formualtion of alternatives
 - Selection & Implementation of the chosen alternatives

Tips To Solve a Case Study

- Read it multiple times
- Highlight / mark imp point / characters/ process/events , etc.
- Make rough notes w.r.t. area of case scenario, problem identification(s) , assumptions if any , conceptual association , if required draw diagrams (schematic or professional)
- Perform Analysis based on given facts , your knowledge and conceptual framework.
- Probable alternative solutions
- Priorities the solutions and give your choice

Human Behavior in Organizations

Clockworks or Snake pit?



Case No-1

“A tale of twist and turns”

Refer Handouts for All Cases discussed in Class

Questions :

- 1) What is the case related to.
- 2) What is the problem
- 3) What will be the effects of the problem.

Class Discussion



Take Away

- ✓ Organisational behaviour is the study and application of knowledge about how people act within an organisation.
- ✓ How to Behave , connect and handle individual and group interest thereby achieve Common Goal.

The study of individual behavior and
group dynamics in organizations

All is Well !....yet with a pinch of Salt !!!

Lets end todays Session by watching this 2 min 57 sec video ; Lets Begin our day everyday with such thought!

- <https://www.simpletruths.com/motivational-videos-on-attitude.html>

Evolution of OB

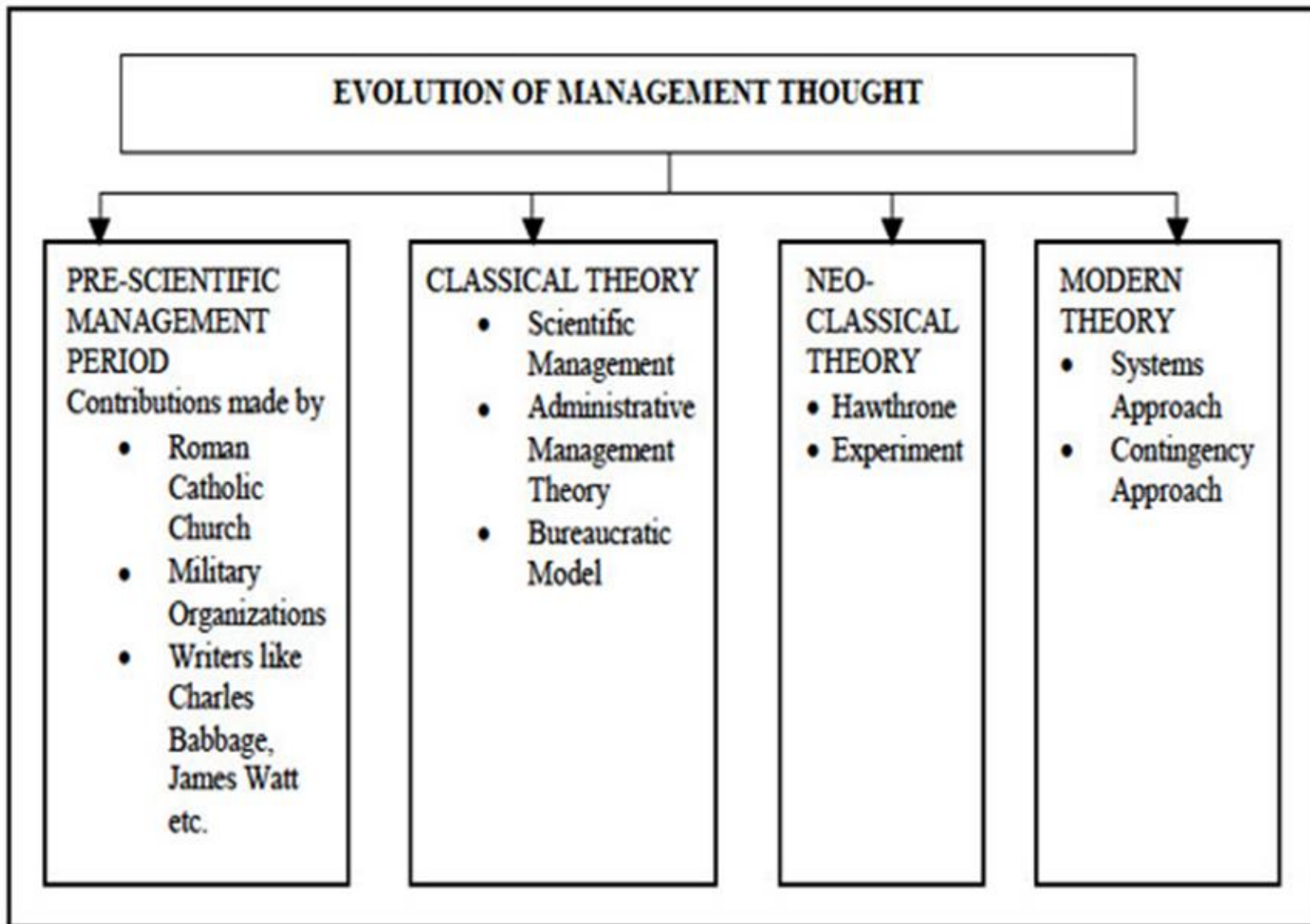
- Industrial Revolution
- Scientific Management
- Human Relation Management
- Hawthorne Studies
 - Illumination Studies (1924-27)
 - The Relay Assembly Room Study (1927-1933)
 - The Bank Wiring Room Study (1931-32)

6 mins – Hawthorne experiment

<https://www.youtube.com/watch?v=sl5dxHfKGaI>

2 mins – Hawthorne effect

<https://www.youtube.com/watch?v=o4XX90lqT6E>



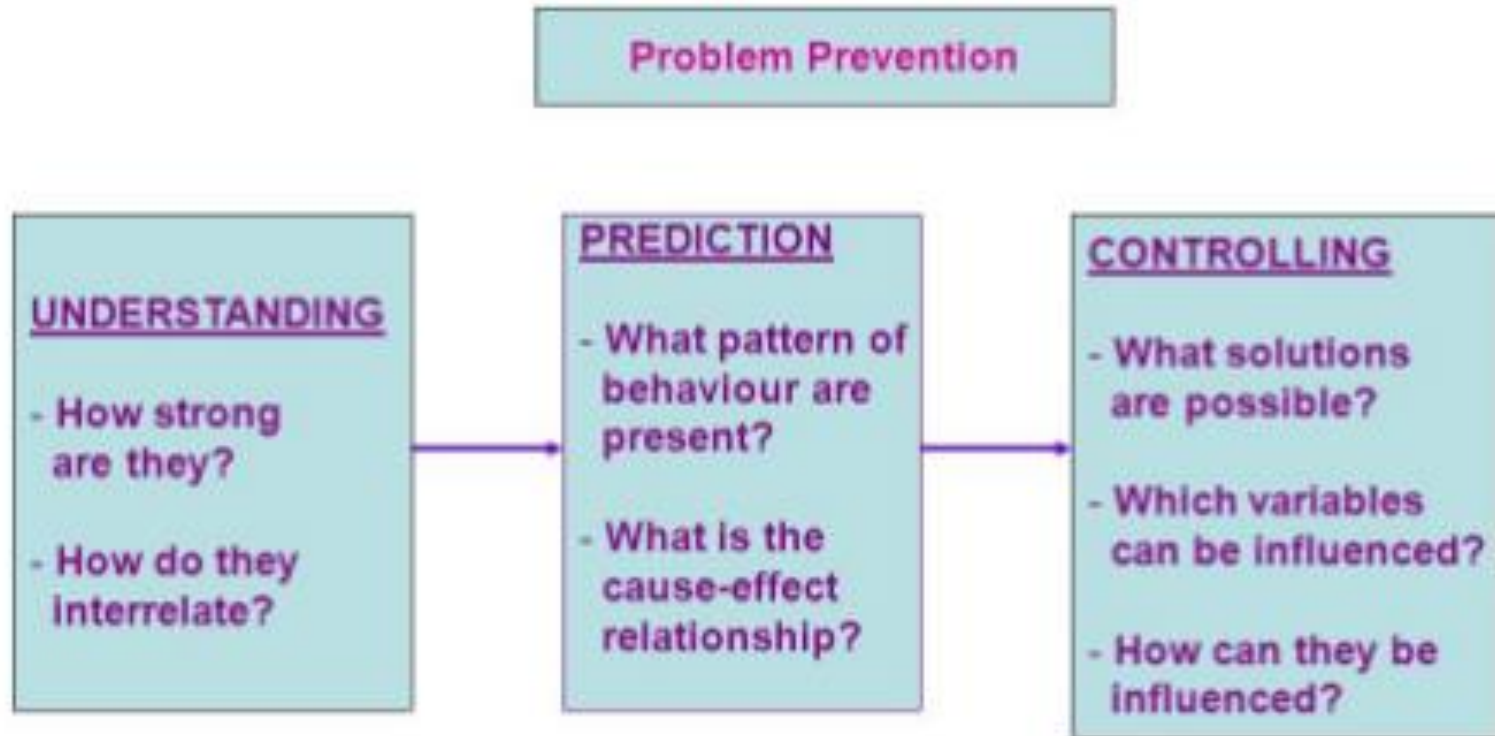
- <https://www.youtube.com/watch?v=EobeHwOw3S4>

10 mins Clip
Watch at Home !

Challenges of OB

- Increasing globalization of organizations' operating territory
- Increasing diversity of organizational workforces
- Continuing technological innovation with its companion need for skill enhancement
- Continuing demand for higher levels of moral and ethical behavior at work

The Basic Process of OB



Shortcomings/Limitations of OB

Limitations of
Organizational Behavior



how to save your job?



1. Behavioural bias

2. Law of diminishing returns

Unethical practices and manipulation of people: Knowledge of motivation and communication acquired can be used to exploit subordinates in an Organization by the manipulative managers.

3. OB is selfish and exploitive. With emphasis on motivation ,efficiency, productivity there exists a kind of competition among workers.

4. OB will not totally abolish conflict but it can only reduce it.

THE **FIVE** PRINCIPAL FUNCTIONS OF MANAGEMENT

PLANNING

Identify goals and determine the best course of action required to achieve those goal.

ORGANIZING

Assign responsibilities to the employees with detailed skill sets needed to complete the task.

STAFFING

Hire the right people, for the right positions to the help the organization achieve its objectives

COORDINATING

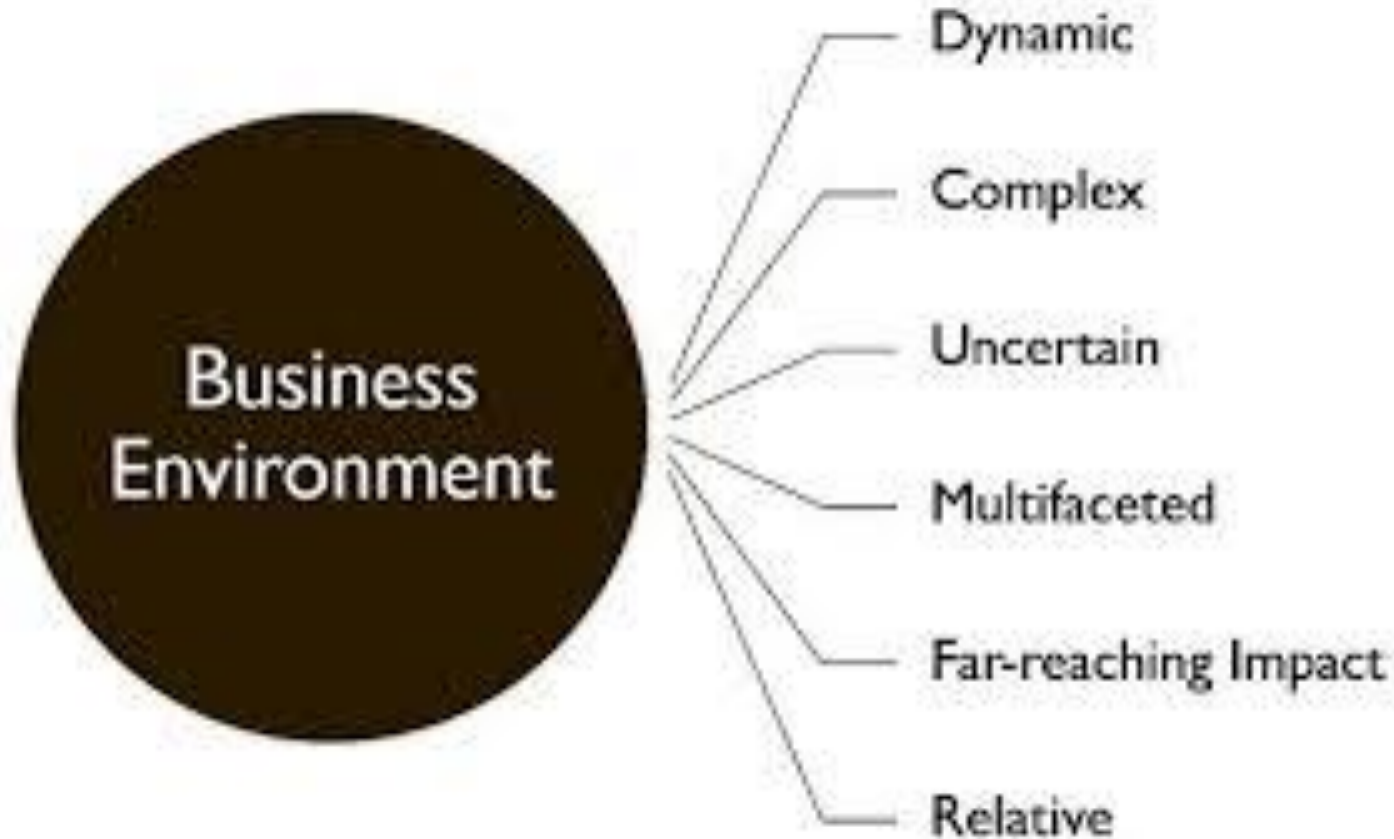
Coordination involves supervision, communication and direction by the management.

CONTROLLING

Monitor employees' performance, compare it with the goals, and take corrective action as needed.



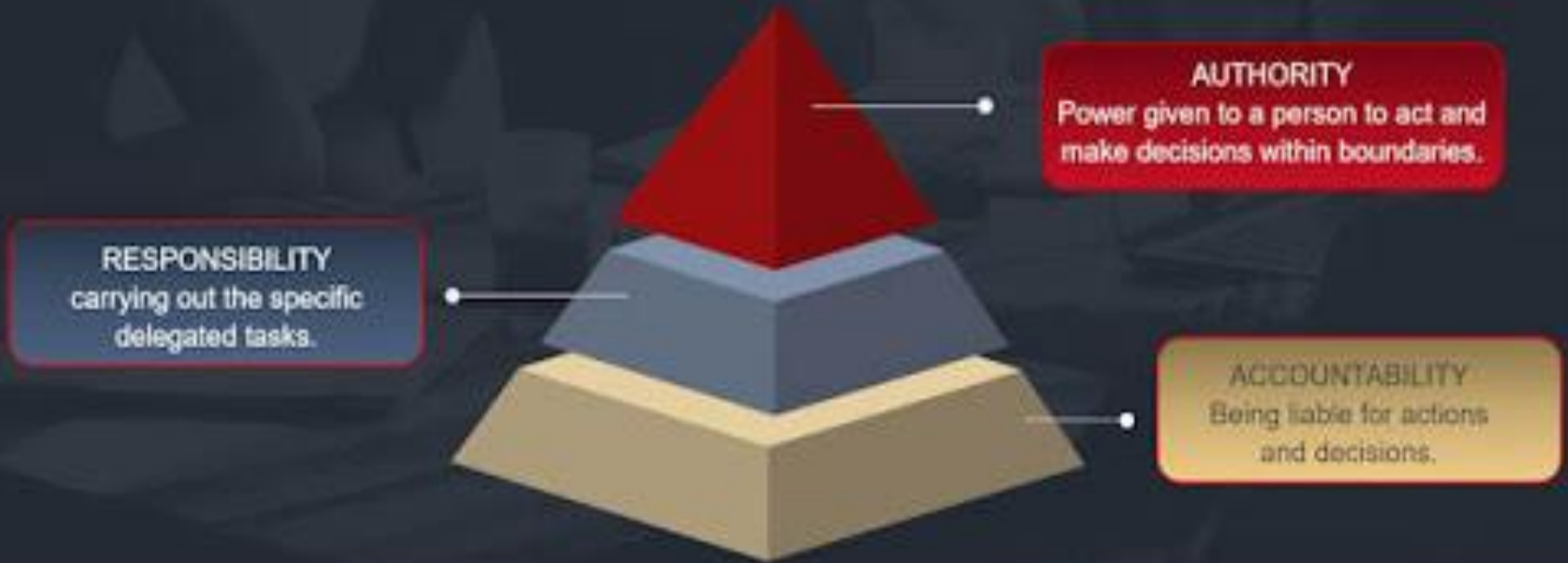
Understanding Business Environment



Understanding Business Pyramid & Delegation Of Authority



Authority, Responsibility and Accountability



Business Development 101

For Successful Delegation

Models of OB

- Models of OB constitute the belief system that dominates management's thought and affects management's action in each organization.
- It is highly important that managers recognize the nature, significance and effectiveness of their own models as well as the models of others around them.

Developing an OB Model

- Model is an abstraction of reality , a simplified representation of some real-world phenomenon.
 - E.g: a Mannequin outside a store.
- Models are also called as Framework or Paradigms.
- Understanding Variables:
 - Dependent, Independent variables ,Controlled

Models of OB

Traditional Models

- Feudalism
- Slavery

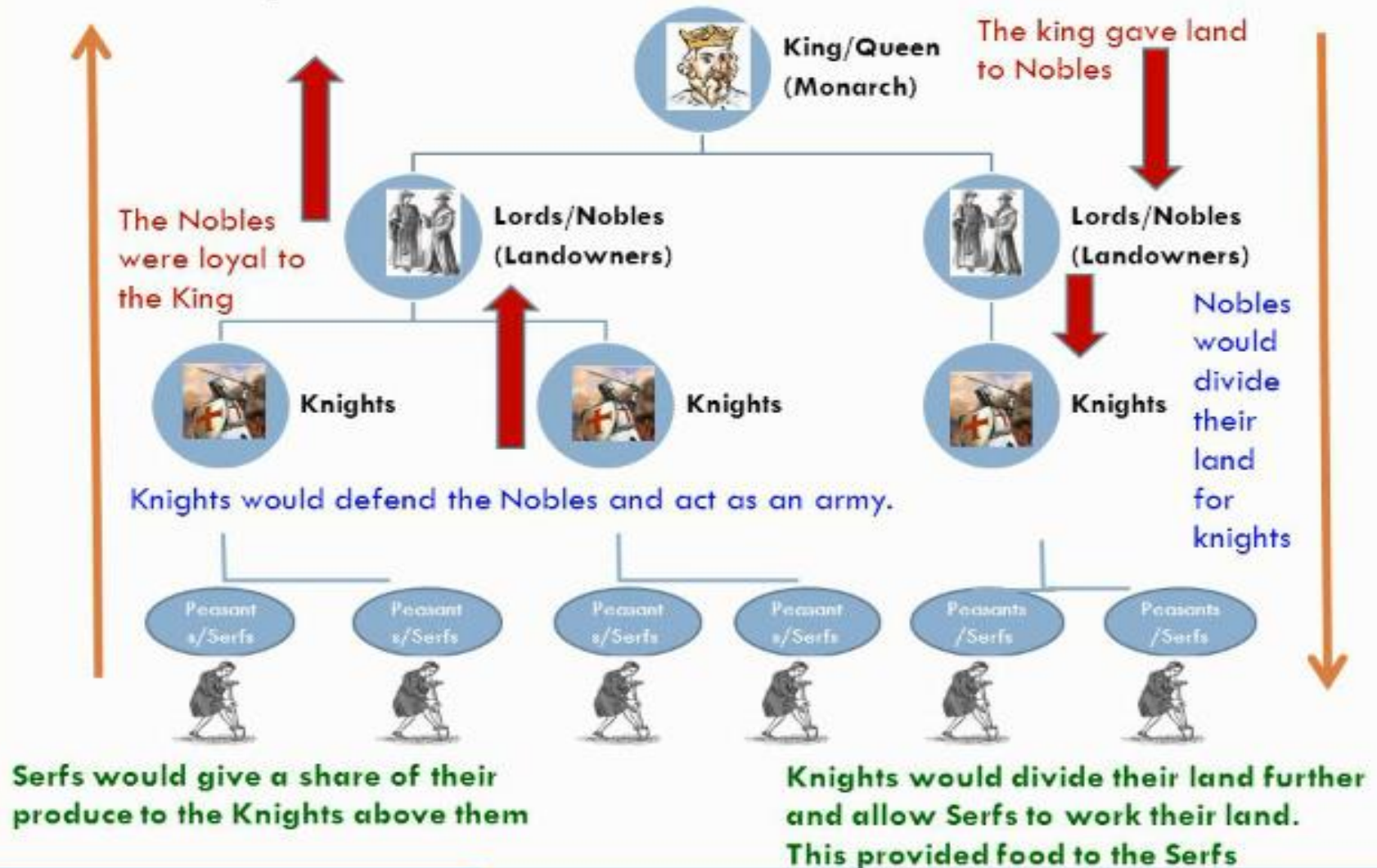


Modern Models

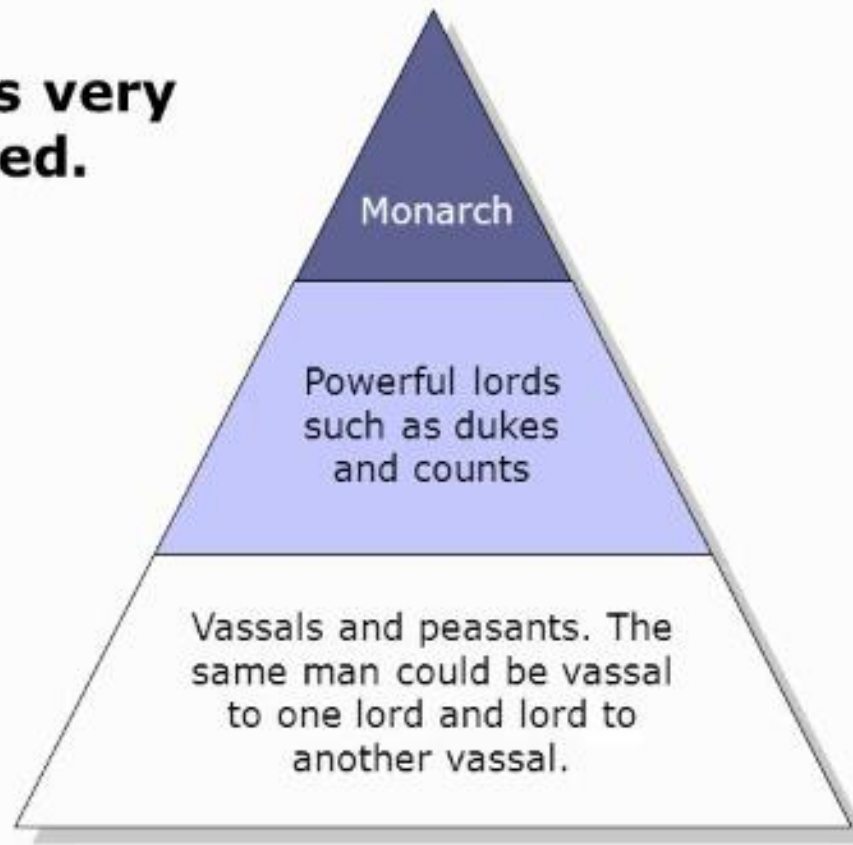
- Autocratic Model
- Custodial Model
- Supportive Model
- Collegial Model
- System Model
- SOBC Model



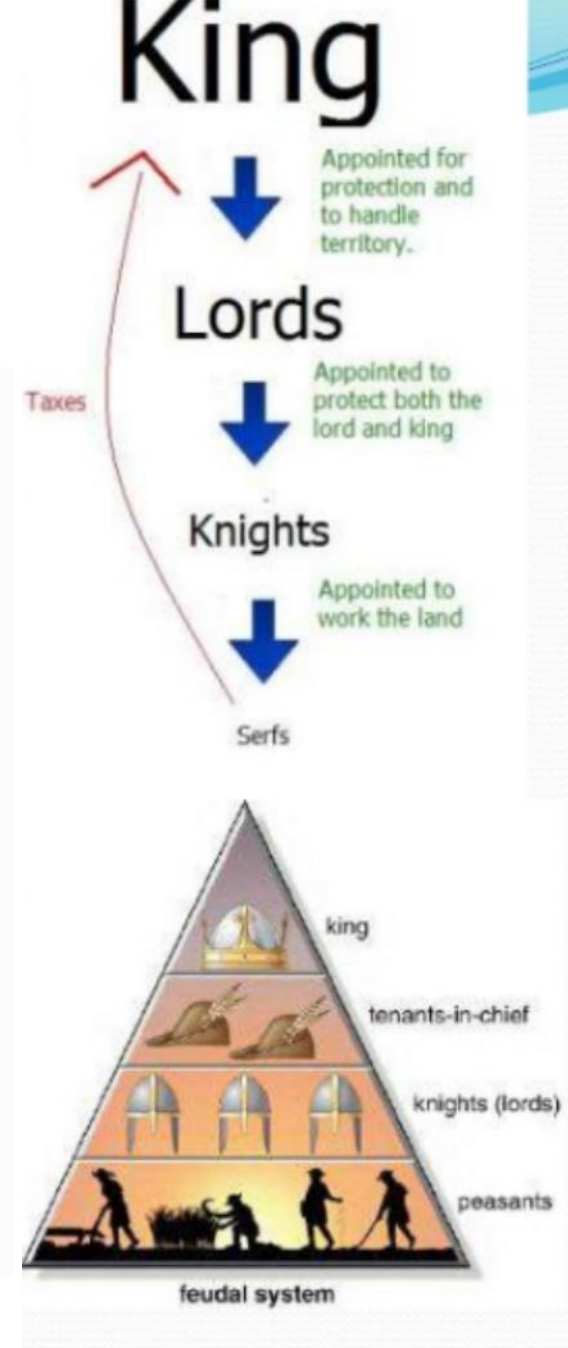
European Feudalism Chart



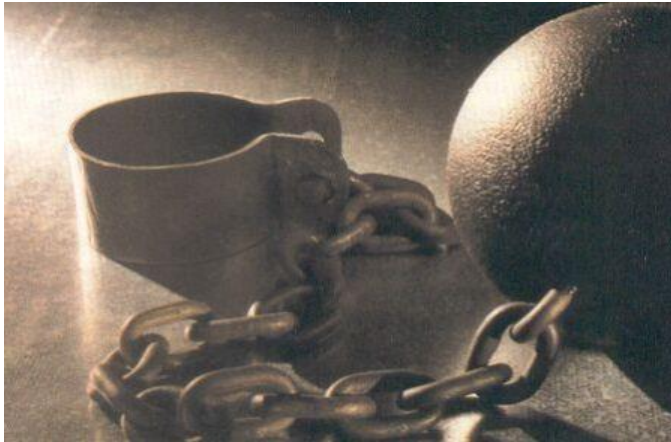
Society was very structured.



Understanding European Feudalism



Slavery



- People were enslaved for a number of reasons some of which include; being captured in battle, owing a debt or being born to slave parents.
- The word “slave” comes from the Slavic people of eastern Europe who were conquered so often that their name became synonymous with servitude.
- Most cultures around the world have practiced slavery in one form or another.

Nature of Organisation & Nature of People Matters !

The Nature of Organization

There are 2 important concepts involved in an organization.

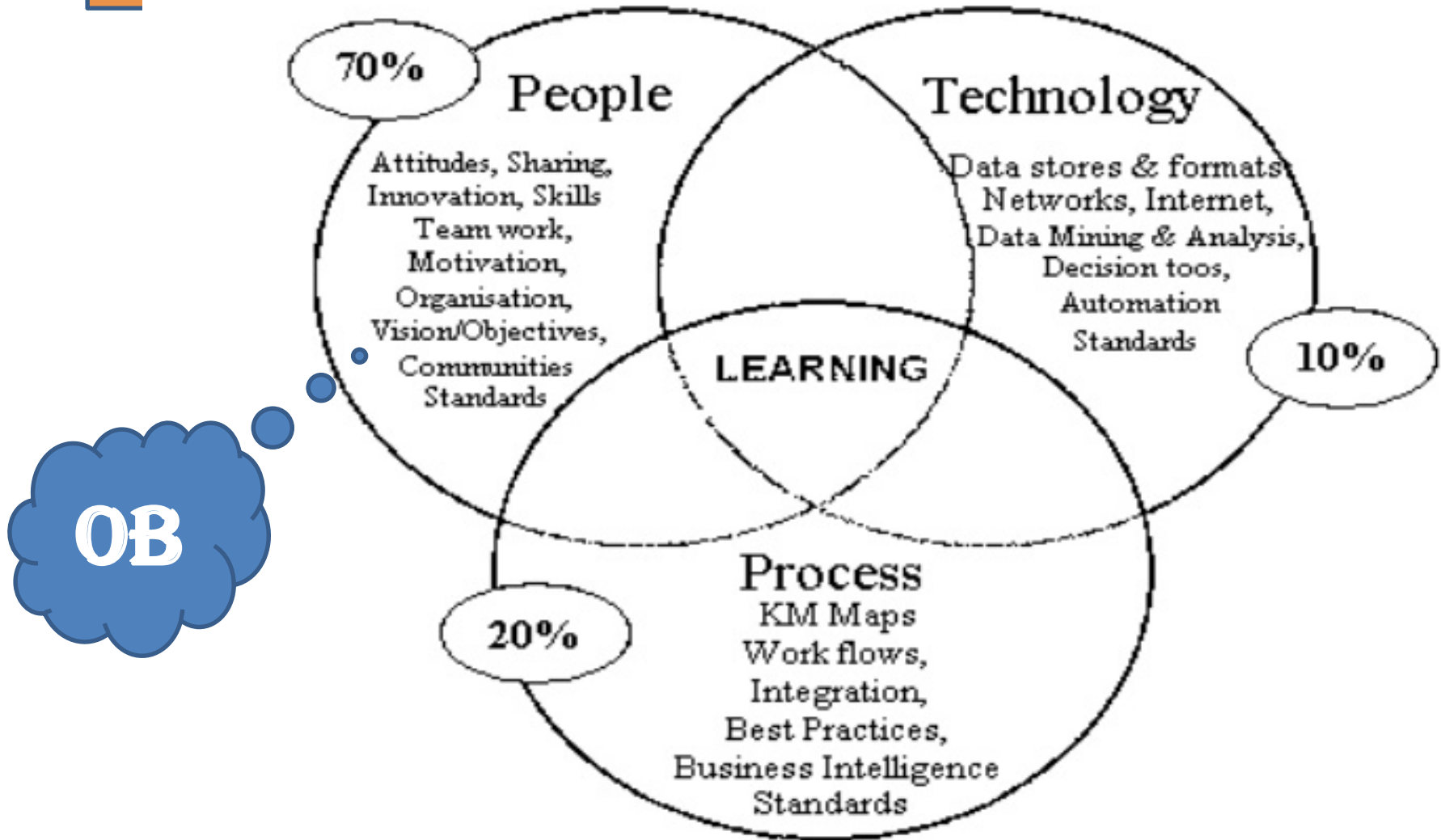
- I. Social systems
- II. Mutual interest

The Nature of People

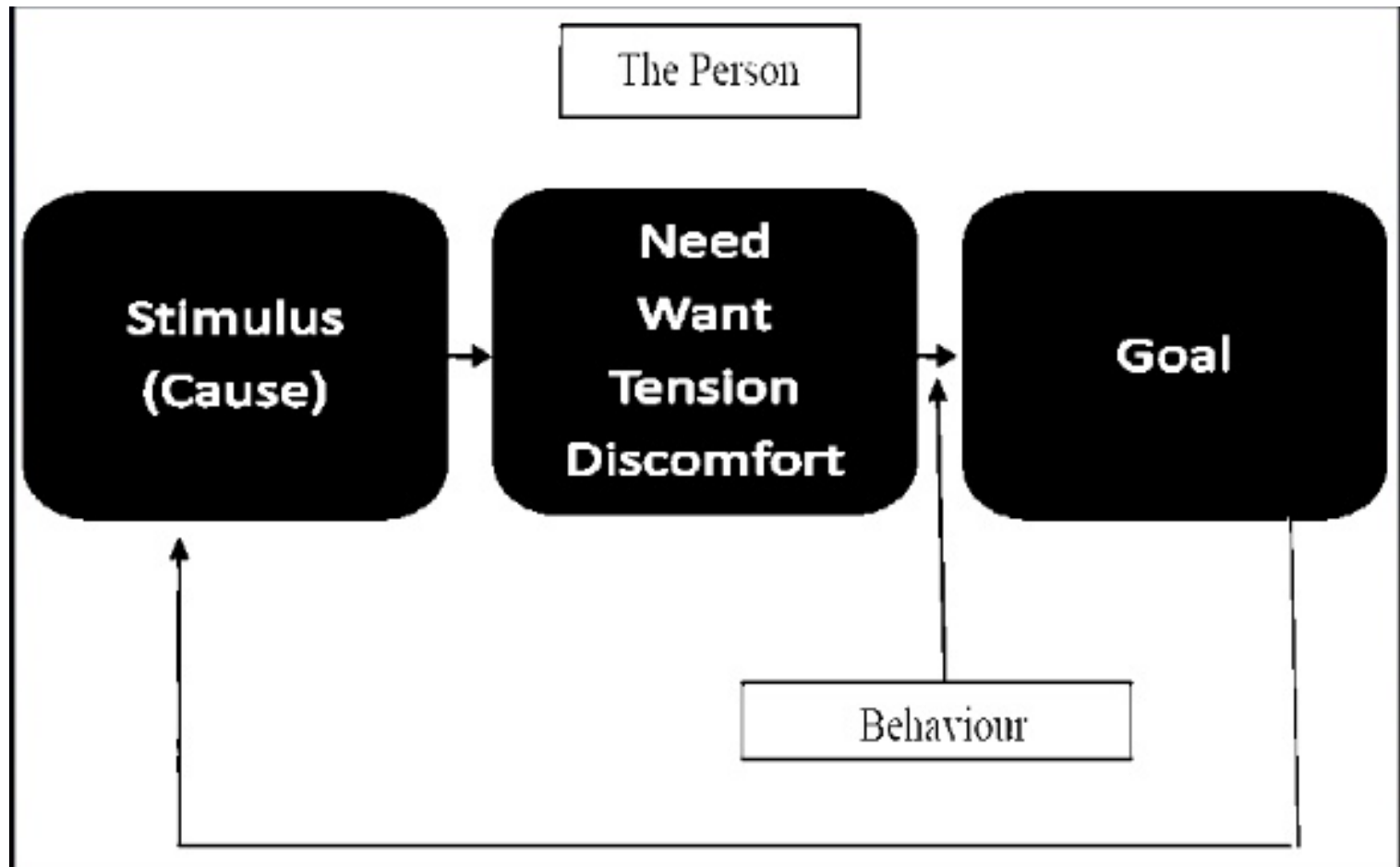
There are 6 basic concepts in respect of people.

- i) Individual difference
- ii) Perception
- iii) Motivated Behaviour
- iv) A whole person
- v) Desire for involvement
- vi) Ethical treatment

Knowledge Components



A Basic Model



MODELS / THEORIES OF OB

- These models represent a series of historical evolution in the OB.
- There are 4 models :
 - **Autocratic Model / Theory**
 - **Custodial Model / Theory**
 - **Supportive Model / Theory**
 - **Collegial Model / Theory**
 - **Systems Model / Theory**
- **S-O-B-C stands for Stimulus, Organism (a person), Behavior and Consequence.**



CUSTODIAL MODEL



- The custodial approach is based on economic resources of employers.
- This approach gives birth to employee dependence on organization rather than their dependence on their boss.
- In this model, economic rewards, security, organizational dependence & hygiene factors are emphasized.

SUPPORTIVE MODEL / THEORY :



- This is based on the Principle of supportive relationship & Leadership.
- Through leadership, management provides a climate to help employees grow & prosper in the interest of the organization.
- The basic assumption of the theory is that employees are not by nature passive & resistant to organizational needs, but they are forced to become passive due to inadequate supportive climate at work.



COLLEGIAL MODEL / THEORY :

- This theory is an improvement over the supportive theory.
- The term collegial relates to a body of persons having a common purpose.
- This theory is mainly in research laboratories & in the organizations having same work environment.
- Management integrates the contribution of all the employees & thus, it is an integrating authority.
- The principle of mutuality contribution by employer & employees is the base of the theory.

**There is at least one
thing that cannot be
done without you.**



MODELS


	<i>Autocratic</i>	<i>Custodial</i>	<i>Supportive</i>	<i>Collegial</i>
BASIS OF MODEL	Power	Economic resources	Leadership	Partnership
<i>Managerial orientation</i>	Authority	Money	Support	Teamwork
<i>Employee orientation</i>	Obedience	Security & benefit	Job performance	Responsible Behaviour
<i>Employee Psychological results</i>	Dependence on boss	Dependence on organisation	Participation	Self discipline
<i>Employees needs meet</i>	Subsistence	Security	Status and recognition	Self actualization
<i>Performance result</i>	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm

Cause Effect Relationship


Cause AND Effect

Cause *WHAT* → Something that makes a situation happen.

Effect *WHAT* → What happens as a result!

CAUSE

 "I ate too much candy!"

→

EFFECT

 "My tummy hurts!"

Because Skyler ate too much Easter candy, he now has a tummy ache.

WHERE THE MAGIC HAPPENS TEACHING


1
First
Cause

What made it happen?
Why did it happen?

2
Next
Effect


What happened?

1



, so →

← **because**



2

if

water the seed

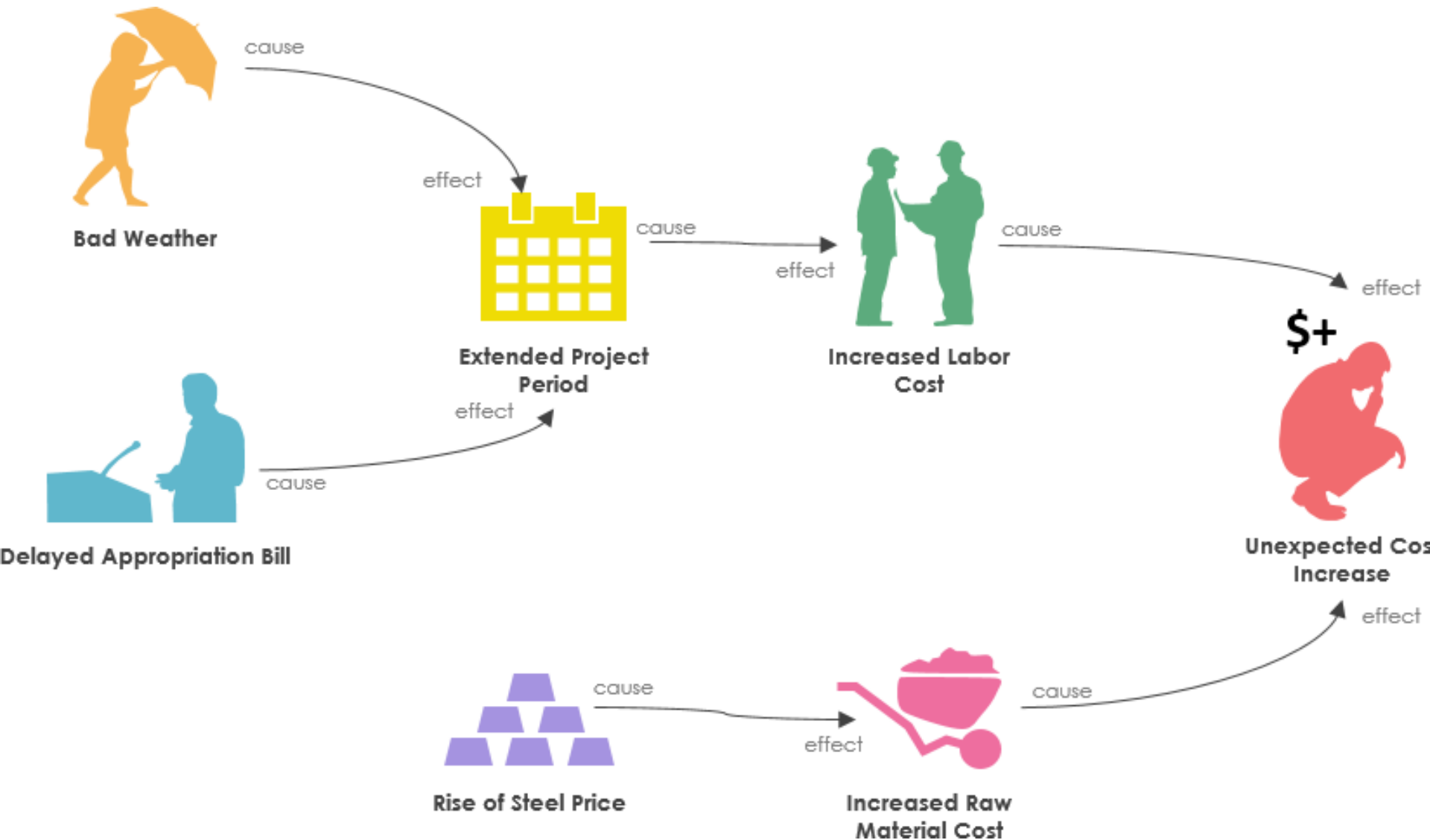
, so →

← **because**

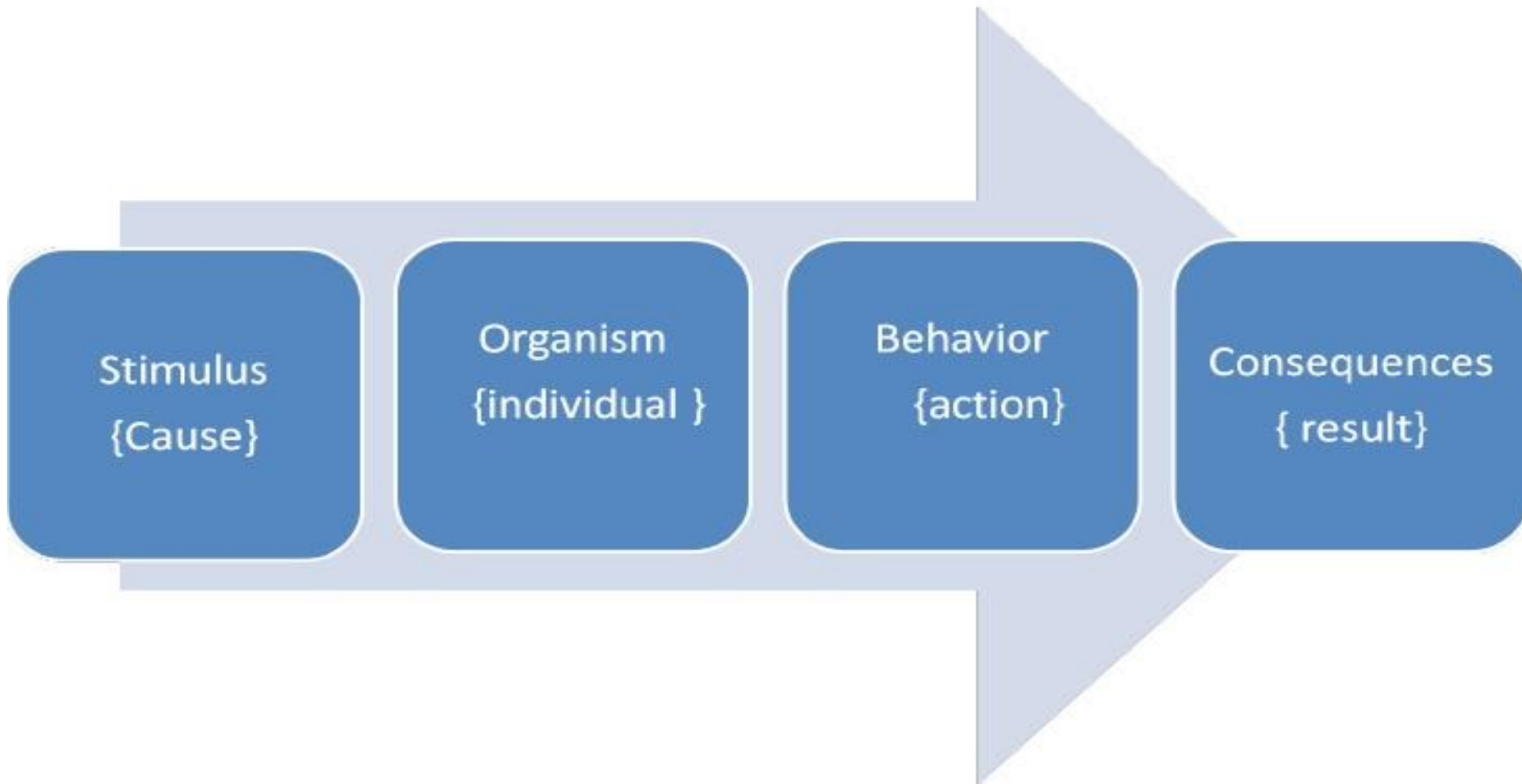
, then

plant grows

Cause Effect Relationship



SOBC



S O B C Model

Stimulus

- **Overt & Covert Stimuli**
- **Physical, Socio-Cultural & technological Environment**

Organism

- **Cognitive Mediators**
- **Physiological being Environmental**

Behavior

- **Overt & Covert responses & Patterns of Behavior**

Consequence

- **Overt & Covert**
- **Positive & Negative**
- **Consequences and Dynamics**

Part2

- Values, Attitudes and Emotions
- Right Attitude
- Components of attitude
- Relationship between behavior and attitude.
- Fundamentals of Emotional Intelligence
- Johari Window
- Transaction Analysis
- Myer Brig Personality Test (additional inputs)



Open Area



Blind Area



Hidden Area



Unknown Area

Johari Window

Introduction

DEMO



- Have you ever seen the lion that leads his pride?
- The leader is strong and dependable. All the other lions in the pride feel protected by him and trust him.
- So, why is the quality of 'trust' important in a leader?
- The leader is strong and dependable.
- All the other lions in the pride feel protected by him and trust him.

Lets Map the Lion's Story with Corporate Scenario



It is very important that the members of the team or the subordinates trust their leader.



When a subordinate trusts his superior, he feels motivated to work under his leadership. He feels safe under his trusted leader's guidance and feels like following in the leader's footsteps.



Trusting the leader also helps the member to believe in the integrity of the leader. He believes that his leader will lead with truth and righteousness.



Lets Map the Lion's Story with Corporate Scenario ...cntd

So, how can we build trust among the members of our team?

There is a model known as the 'Johari Window' which stresses on the importance of feedback and disclosure to build trust.

'Johari Window' is an effective technique ;which when used appropriately provides valuable information regarding one's own self and others, which is an important characteristic which every leader needs to possess to succeed.

History of Johari Window




In 1955, Joseph Luft and Harry Ingham, two American psychologists developed a model called the 'Johari Window'.

'Johari Window' is a model for self-awareness, personal development, group development and understanding relationship.

They called the model 'Johari Window' after combining their first names, 'Joe' and 'Harry'.

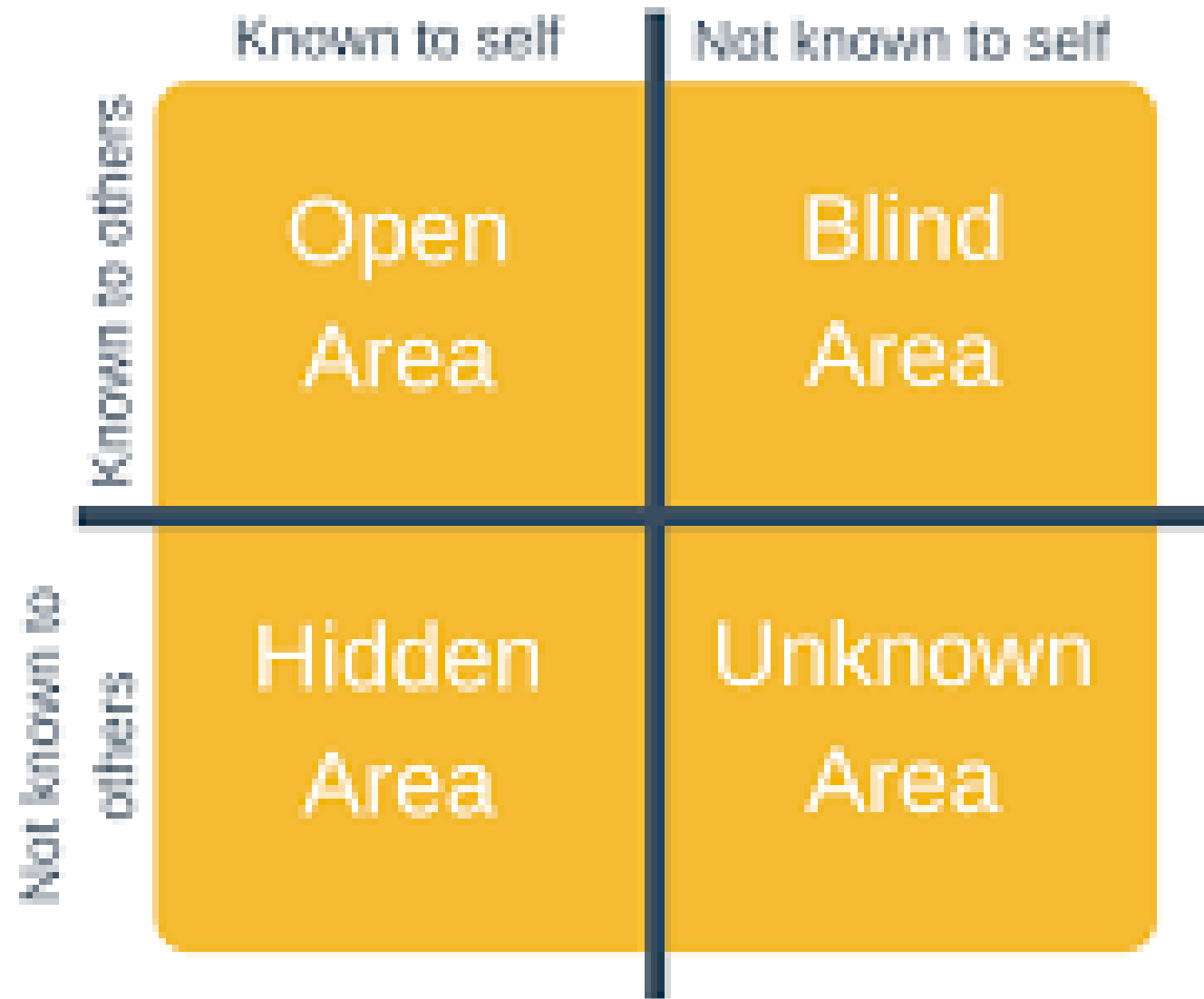
What is the Johari Window?



The 'Johari Window' is a simple and useful tool for understanding and training self-awareness, group dynamics, personal development, interpersonal relationships, improving communications between people, team development and intergroup relationships.

It is a very useful tool especially so because it lays emphasis on and influences 'soft' skills, behavior, cooperation, inter-group development, empathy and interpersonal development.

The Johari Window



Example of such Interviewed Manager

Arena

adaptable
calm
logical

Blind Spot

able
confident
dependable
dignified
helpful
intelligent
kind
knowledgeable
organised
relaxed
self-assertive
trustworthy
warm
wise

Façade

idealistic
searching
sensible

Unknown

accepting bold brave caring cheerful clever
complex energetic extroverted friendly giving
happy independent ingenious introverted loving
mature modest nervous observant patient
powerful proud quiet reflective religious
responsive self-conscious sentimental shy silly
spontaneous sympathetic tense witty

Johari Window for a New Team Member

- ▶ Let's take a look at the Johari window for a new team member within a new team.
- ▶ For such a new team member, the open or free area is small because others know little about this new person.
- ▶ Moreover, the blind area is small because others know little about this new person.
- ▶ Also, a large area is occupied by the hidden or avoided issues and feelings.
- ▶ The largest area is the unknown area because the person may be lacking in self-knowledge or belief as he is placed in a new environment.



Uses of Johari Window

Johari Window has several usages in the organizational setting such as follows:

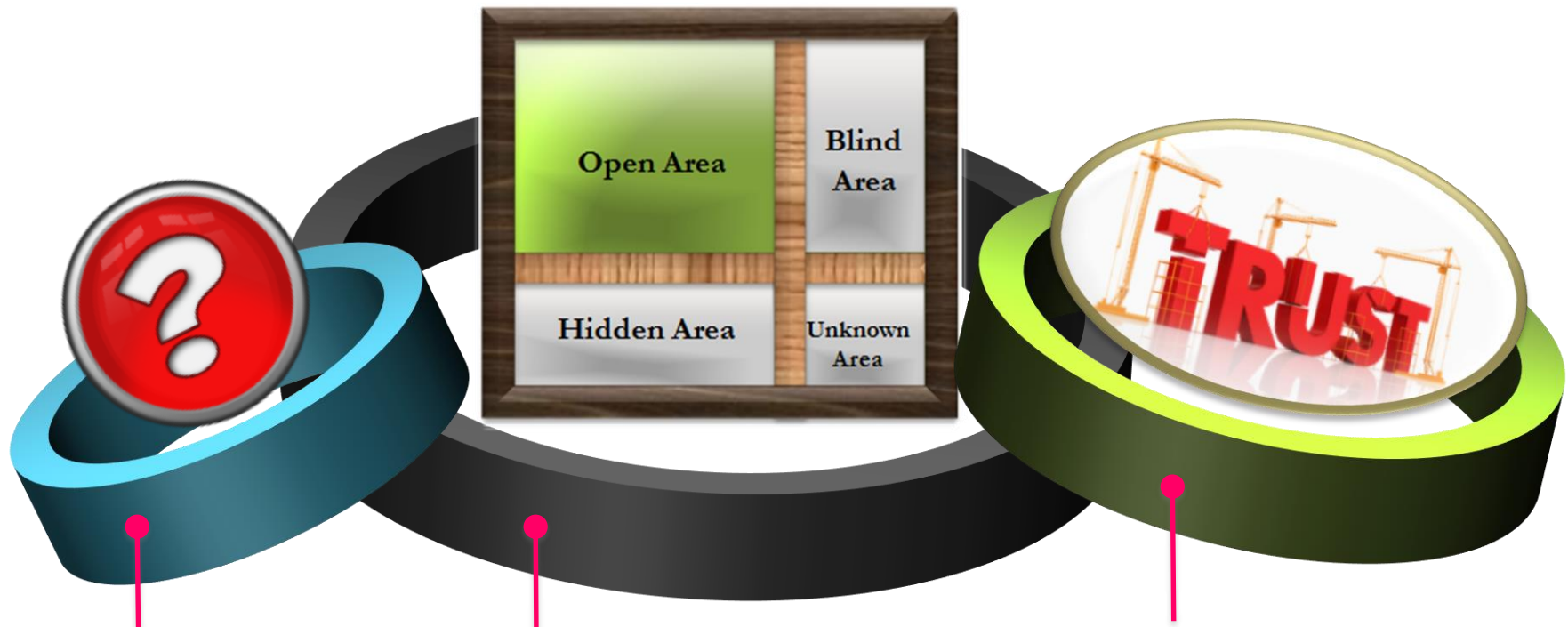
1

- By taking into consideration the 3rd quadrant or the hidden area, we can try to understand the personal aspirations and motivations or priorities of a team member which the leader is unaware of. Such hidden aspirations cause inadequate contribution or misdirected efforts of that member.

2

- The feedback provided to someone brings information which is in the 2nd quadrant or blind area to open area which helps in improvement and learning.

Ideal Shape of Johari Window



So, how can we achieve the ideal shape of the 'Johari Window'?

We need to understand, that the ideal shape of the window is one which has a large open area.

This is the kind of person whom you can trust. As the people get to see and know you, exactly as you are and can trust you. Such a window has a small blind area so that you know what others think about you.

Transactional Analysis

- Analysis of self awareness
- Transactional Analysis - How People communicate
- Ego States (Structural Analysis) -How to analyze Personalities
- Stroke Analysis – How people recognize each other
- Life Script Analysis – Perception of world by Life positions through OK corral
- Games analysis - Ulterior transaction (intentionally hidden)

2.55 mins video to begin.....

https://www.youtube.com/watch?v=7y4rnBqG_iQ

Ego States (Structural Analysis):

P

Parent Ego State

Behaviours, thoughts and feelings copied from parents or parent figures

E.g ; Do as I Do “

Taught
Concept
of Life

A

Adult Ego State

Behaviours, thoughts and feelings which are direct responses to the here and now

E.g.; I will be frank with you

Thought
Concept
of Life

C

Child Ego State

Behaviours, thoughts and feelings replayed from childhood

E.g : What shall I do ?

Felt
Concept
of Life



Life script & Life positions

The OK Corral Life Position Quadrants

YOU'RE OK

I'm not OK / You're OK
Get Away From



Depressive position

I'm OK / You're OK
Get On With



Healthy position

**I'M
NOT OK**

I'm not OK / You're not OK
Go Nowhere



**Position of futility
and despair**

I'M OK

I'm OK / You're not OK
Get Rid Of



**Arrogant/paranoid
position**

YOU'RE NOT OK

Ref: Franklin Ernst

Understanding Values , Attitude , moods and Emotions

<https://www.slideserve.com/tyler/3-values-attitudes-moods-and-emotions>

ATTITUDE

<https://www.slideserve.com/tyler/3-values-attitudes-moods-and-emotions>

Components of Attitude

- **Cognitive Component:**
 - Your thoughts and beliefs about the subject
- **Affective Component:**
 - How the object, person, issue, or event makes you feel
- **Behavioral Component:**
 - How attitude influences your behavior

Beliefs, Values and Attitudes

A belief is an internal feeling that something is true, even though that belief may be unproven or irrational

I believe that there is life after death.

A value is a measure of the worth or importance a person attaches to something; our values are often reflected in the way we live our lives.

I value freedom of speech, or I value my family.

An attitude is the way a person expresses or applies their beliefs and values, and is expressed through words and behaviour.

I hate school.

ATTITUDES VS VALUES

ATTITUDES

What do you like/dislike?

Are beliefs or views

Super-set of values

Eg: I like honest people

VALUES

What is Important for you?

Are beliefs or views

Sub-set of attitudes

Eg: Honesty

For details refer - www.ClearIAS.com

Factors Influencing Attitude Formation



experience



social roles & norms



classical & operant
conditioning



observing people
in environment



Factors Influencing Attitude

iEduNote.com

- ❖ **Many different factors can influence how and why attitudes form. These are-**
 - **Social Factors.**
 - **Direct Instruction.**
 - **Family.**
 - **Prejudices.**
 - **Personal Experience.**
 - **Media.**
 - **Educational and Religious Institutions.**
 - **Physical Factors.**
 - **Economic Status and Occupations.**



Consider that Murli from Tamil Nadu as well as Mohit from Uttar Pradesh like the Tamil Film Actor Rajnikanth.

However, the strength of the positive attitude of Murli may be very high (10/10 if rated on a scale). Mohit, even though likes Rajnikanth, his positive attitude's strength may not match the strength of the attitude of Murli (6/10, if rated on a scale).

Attitude & Behaviour

- The very strong attitude of Murli may get directly expressed in his behaviour in the form of hero-worship, intolerance of any negative comments, an extreme expression of emotions etc.
- However, even though Mohit has a positive attitude towards the Film actor, as his attitude is not as strong as Murli , he may not exhibit strong behaviour as Murli.

Key Differences between Attitude and Behavior

Attitude

- Attitude is defined as a person's mental tendency, which is responsible for the way he thinks or feels for someone or something.
- The way of thinking or feeling is reflected by a person's attitude.
- Attitude is defined by the way we perceive things.
- Attitude is a human trait.

Behavior

- Behavior implies the actions, moves, conduct or functions of an individual or group towards other persons.
- A person's conduct is reflected by his behavior.
- Behavior is ruled by social norms.
- Behavior is an inborn attribute.

Forms of Attitude in general

Positive



Negative



Neutral



Types of Attitudes in professional environment

- Job Satisfaction :
 - Job satisfaction is the level of contentment a person feels regarding his or her job.
- Job Involvement
 - degree with which an individual identifies psychologically with his or her job and perceives his or her perceived performance level important to self-worth.
- Organizational Commitment.
 - state in which an employee identifies with a particular organization and, its goals, and wishes to maintain membership in the organization.

Ways To Change Attitude



Life is 10% what happens to me



and 90% of how I react to it



ATTITUDE



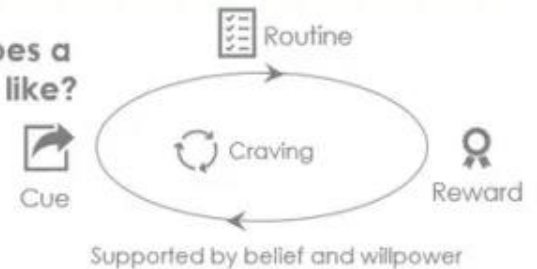
Ways To Change Attitude

- Following hints can help manager change attitude of his /her team members:
 - Give constructive feedback
 - Emphasis positive conditions
 - Display Positive role model
 - Provide novel information , educate
 - Judicious use of fear
 - Influence of peers (esp those having high credibility)
 - The co-opting approach (creatively engaging low performers in doing better, improvising)
 - Public /Private display of feedback n corrective actions

Habits in Organizations

If you want to change behavior in an organization, modify existing habits or build new ones

1. What does a habit look like?



Adapted from "The Power of Habit" by Charles Duhigg

2. Why are habits important?



Impact of **how we think**

- Unconscious actions



Attentional scarcity

- Multiple priorities make habits key



Impact of how **systems influence** our actions

- Power of social norms and default options



Reduce **cognitive load**

- Decision fatigue

3. Where do habits happen in your organization?



Organizational Habits

Strategic Plan Updates
Annual Planning Cycle
All Hands Meetings
Cross Functional Collaboration



Team Habits

Quarterly Planning Sessions
Team Meetings
Collaboration
KPI Tracking / Data



Individual Habits

Reporting / Tracking
1:1s
Work aligned to KPIs

4. How do we improve habits?



a) What could work better?

- Cue, Routine, Reward, Craving, Belief, Willpower



b) What three things can you do now to move this forward?
Look to build **incremental improvement** then sustain it



c) Adaptive Capacity

With the habit working well, how do you grow the habit within teams and people?

SELF-ESTEEM



I ♥ ME

Stay away from Negative influences

**NO
negativity
here!**



NEGATIVE PEOPLE

Are afraid
of change



© JULIA KAMEN

POSITIVE PEOPLE

Are ready
for new experiences



BRIGHTSIDE.ME 109

FUNCTIONS OF ATTITUDE

- 1. Adjustment Function**
- 2. Ego-defence Function**
- 3. Expressive Function**
- 4. Knowledge Function**

✓ Why Managers should know?



Visit These links

- Positive Attitude In The Workplace - How Important Is Your Job? (2 mins)
– <https://www.youtube.com/watch?v=bMYy1rXJPIk>
- Positive Attitude In Hindi (7 mins)
<https://www.youtube.com/watch?v=CoKdCFFwpdo>
- A Positive Attitude Is All You Need (1 min)
– <https://www.youtube.com/watch?v=AnIJRPb22c>
- Oscar winning animated 3 mins video – Change in Attitude Matters !
<https://www.youtube.com/watch?v=g2yDRCFBn1g>

Part 3

- What are Emotions
- Emotional Intelligence (E I)
- Framework of E I
- What is Emotional Quotient / Emotional Intelligence [E Q / E I]
- Intelligence Quotient (IQ).
- Difference between EQ and IQ
- Understanding the Utility EQ Visa-Vis IQ at Work

I am feeling



Happy

I am feeling



Sad

I am feeling



Scared

I am feeling



Worried

I am feeling



Confused

I am feeling



Angry

I am feeling



Silly

I am feeling



Surprised

I am feeling ...



Bored

I am feeling ...



Frustrated

I am feeling ...

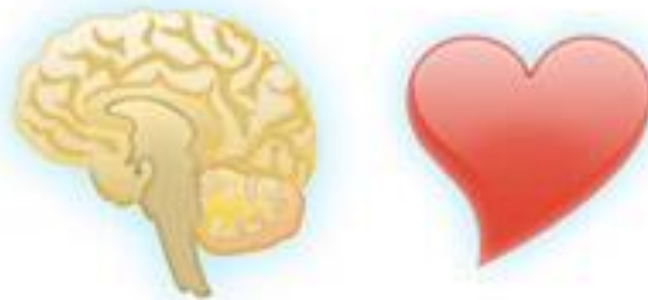


Confident

I am feeling ...



Excited



Head + Heart



Leaders

Enhance your ability,
influence and engage teams



You

Create more joy and satisfaction
in your life and family



School

Raise young people who are
more successful in learning and life



Organizations

Tap the human side of
high performance



Healthcare

Deliver more effective
patient care

*emotional
intelligence*

Pampered Child Case



Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat



Emotional intelligence:

- ❖ Capability of a person to manage and control emotions (personal and others)
- ❖ Peter Salovey and John Mayer, “ the subset of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and actions”.
- ❖ In Leadership EI is an important skill
- ❖ Major focus on Communication :
 - 7% - Verbal – Words – Phrases – Content
 - 38% - Vocal – Tone – Emphasis
 - 55% - Visual – Body Language

Emotional intelligence by Goleman



Framework of Emotional Intelligence

	Recognition	Regulation
Personal Competence	Self-Awareness <ul style="list-style-type: none"> • Self-confidence • Awareness of your emotional state • Recognizing how your behavior impacts others • Paying attention to how others influence your emotional state 	Self-Management <ul style="list-style-type: none"> • Keeping disruptive emotions and impulses in check • Acting in congruence with your values • Handling change flexibly • Pursuing goals and opportunities despite obstacles and setbacks
Social Competence	Social Awareness <ul style="list-style-type: none"> • Picking up on the mood in the room • Caring what others are going through • Hearing what the other person is “really” saying 	Relationship Management <ul style="list-style-type: none"> • Getting along well with others • Handling conflict effectively • Clearly expressing ideas/information • Using sensitivity to another person’s feeling (empathy) to manage interactions successfully

What is (EQ) Emotional Quotient/Emotional Intelligence (EI)?

Emotional Intelligence is “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. Emotional intelligence describes abilities distinct from, but complementary to, academic intelligence.” Daniel Goleman (1998)

The three components of Emotional quotients are:

1. Emotional competence
2. Emotional maturity
3. Emotional sensitivity



What is (IQ) Intelligence Quotient?

IQ or intelligence quotient is a total score derived from several standardized test and is designed to assess human intelligence. The score is obtained by dividing a person's mental age score (which is obtained by administering an intelligence test), by the person's chronological age, both expressed in terms of years and months. The resulting fraction is multiplied by 100.



$$\text{IQ} = \frac{\text{mental age}}{\text{chronological age}} \times 100$$

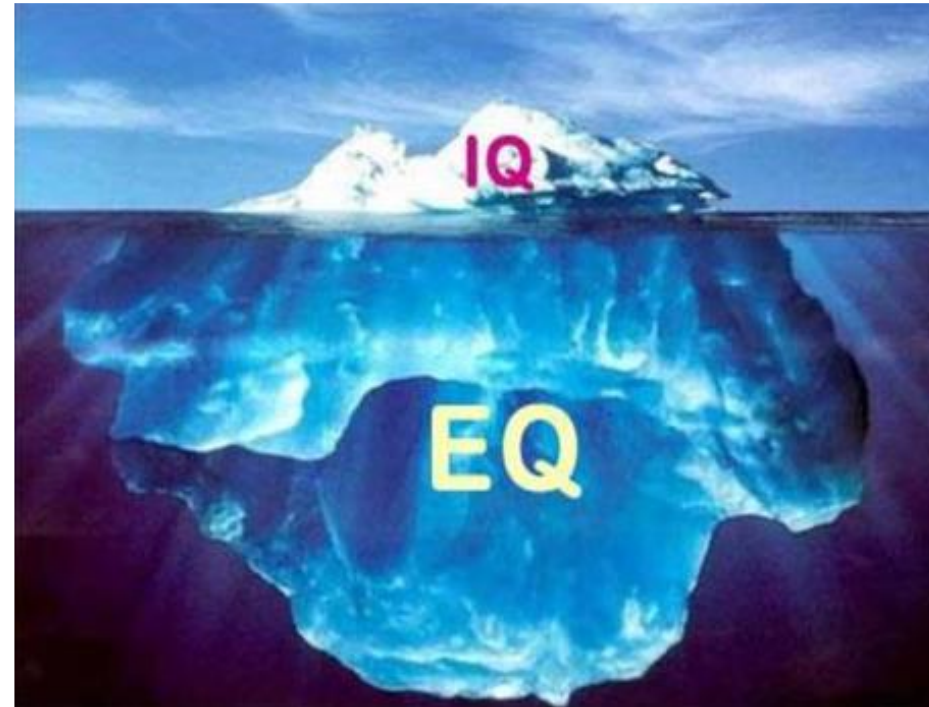
Difference between EQ and IQ

IQ

- Individual's ability of logical reasoning
 - General intelligence
 - Inborn ability
 - Learn, understand, implement knowledge control and Logical reasoning
 - People with high intellect, common sense
-

EQ

- Individual's emotional intelligence
- Learned and improved ability
- Recognize, control emotions
- Leaders, captains, managers





IQ vs. EQ

IQ

- Helps you attain opportunities
- Measures the ability of one to learn or understand.
- Equivalent to book smart
- Has a difficult time understand all facets of emotion
- Allows you to convince by facts
- Can be increased and decreased by default
- Gets you through school

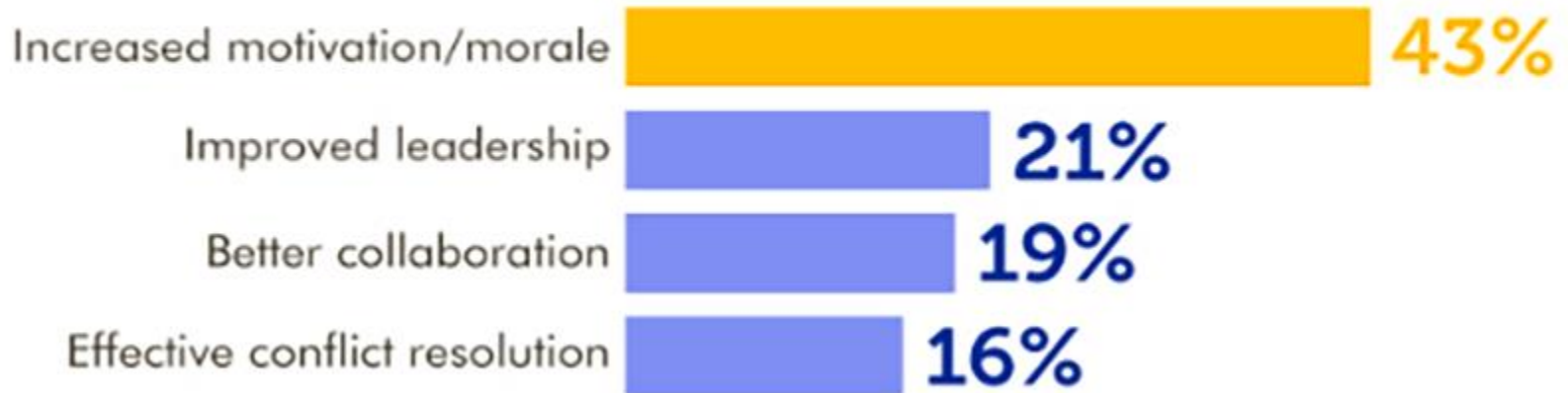
EQ

- Helps you achieve goals in all environments
- Measures the ability of one to use emotions and logical skills
- Equivalent to heart smart
- Possess the power to understand and manage emotions
- Allows you to convince by reason
- Can be honed, practiced, learned, and increased
- Will get you through life

Benefits of Emotional Intelligence

1. Better teamwork
2. Acts as a tool in Change
3. Tough Conversations
4. People skill- communication
5. Key feature of strong Leader

The greatest benefit of having employees with high emotional intelligence, according to HR managers:



Other: 1%



Benefits of emotional intelligence at work

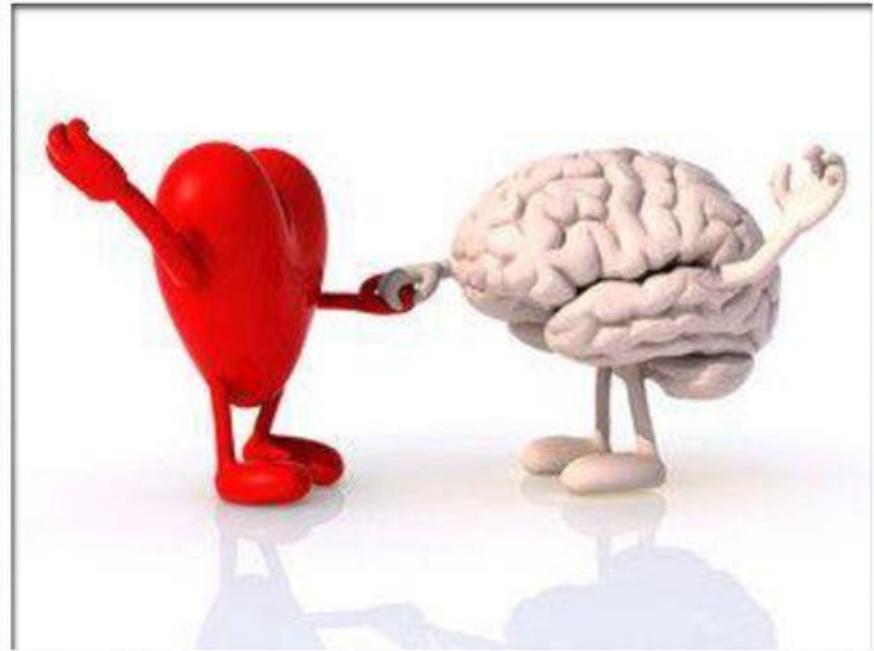
- 1. Emotionally intelligent people Manage Stress & Conflict better at work.**
- 2. Improve relationships with co-workers.**
- 3. Deal more effectively with supervisors and subordinates.**
- 4. More productive and effectively manage work priorities.**

In the perfect world

Emotional quotient is not the antonym of intelligence quotient.

There is no war in which heart triumphs over head or vice versa.

In the ideal situation, achieving your full potential happens when both heart and brain are dancing to the same song.



Home Reading :

12 MIN READ **Managing Your Emotions at Work**
Controlling Your Feelings... Before They Control You

https://www.mindtools.com/pages/article/newCDV_41.htm

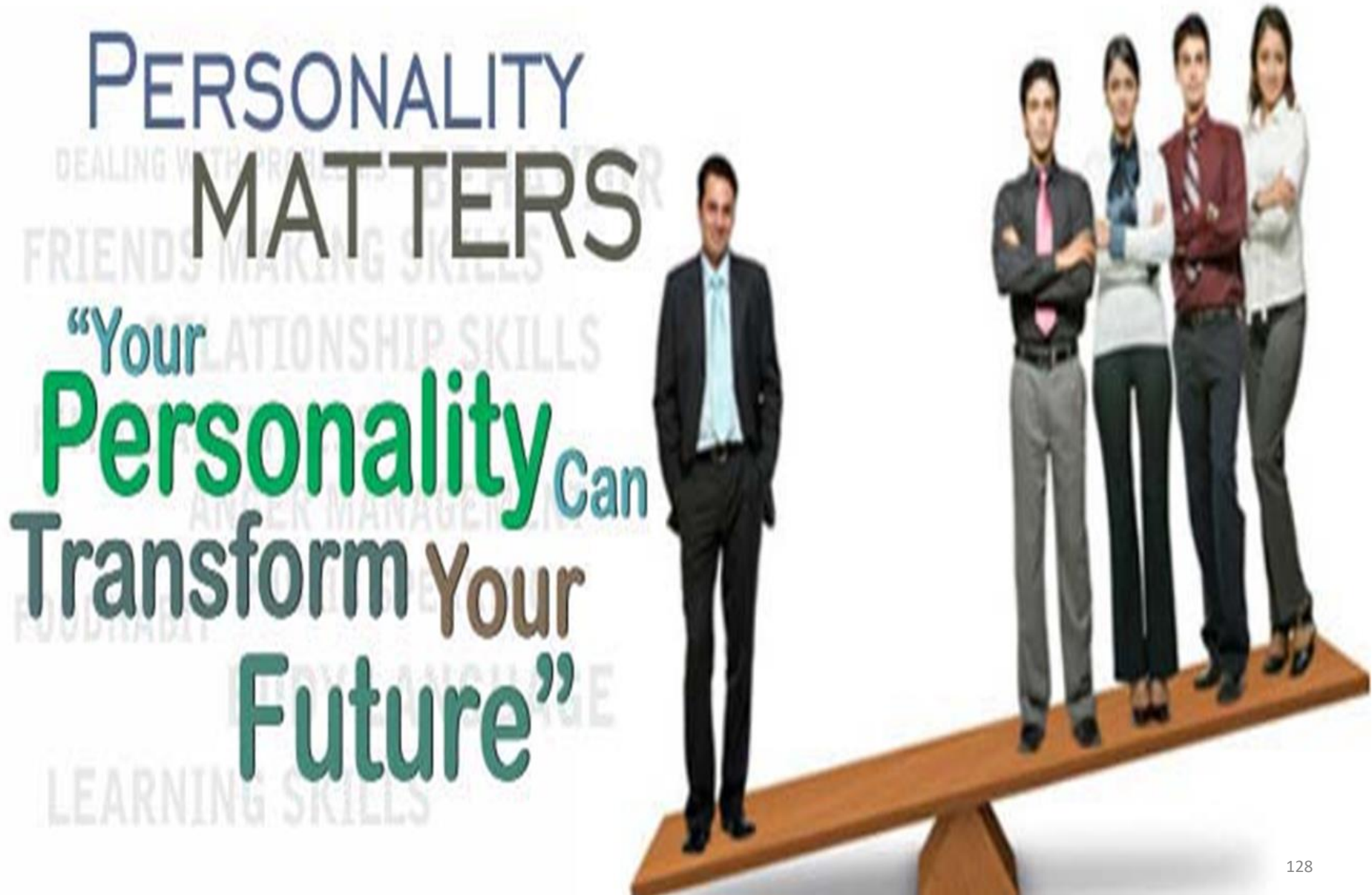
Components of Transactional Analysis:

- 1. Analysis of self awareness
- 2. Ego States (Structural Analysis)
- 3. Analysis of Transactions
- 4. Life Script Analysis
- 5. Stroking
- 6. Games analysis

2.55 mins video to begin.....

https://www.youtube.com/watch?v=7y4rnBqG_iQ

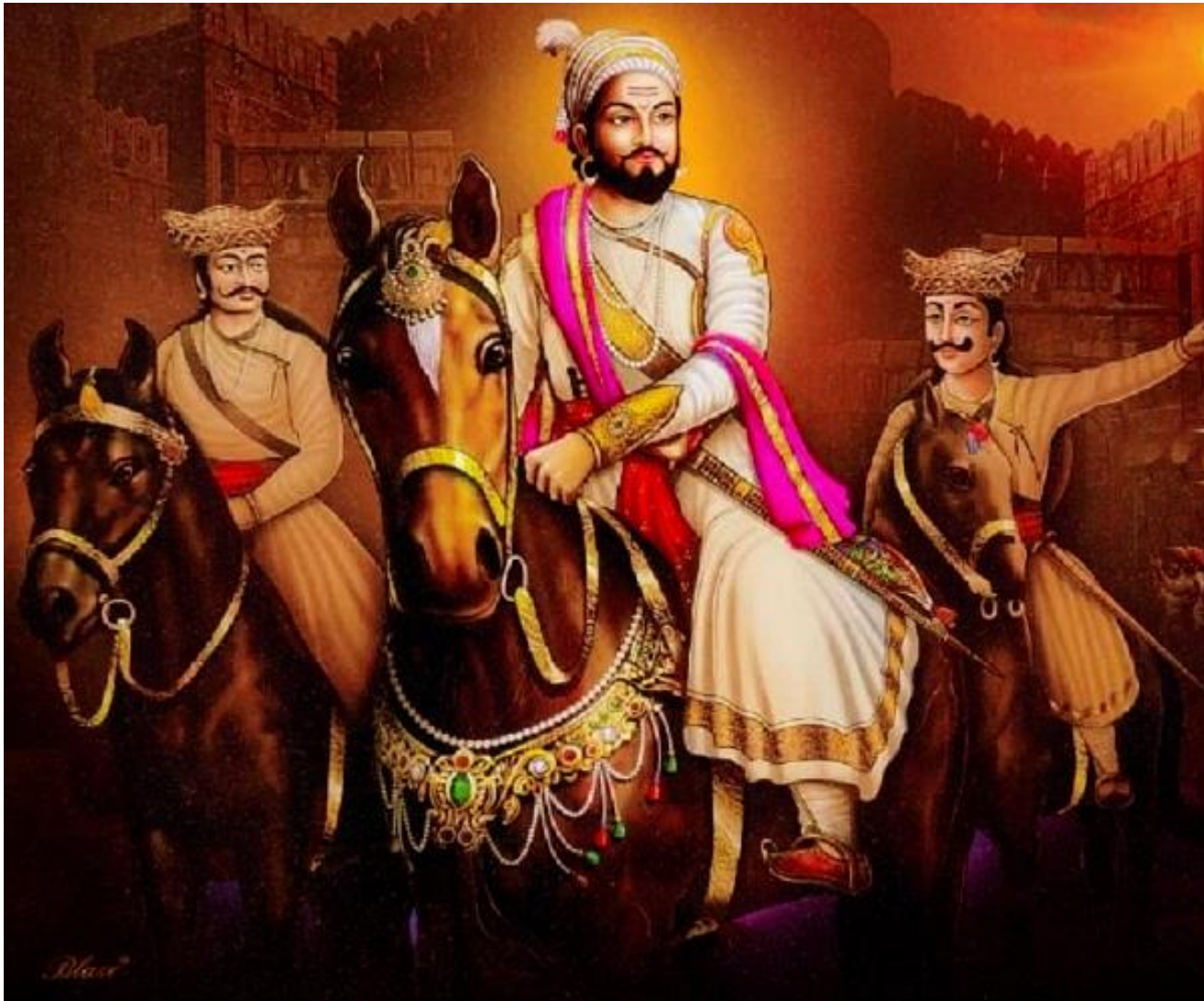
Next Class : Last topic in Unit 1



Think Over



How do I do what I do?
How do others experience me?



INSPIRING AND ENDEARING PERSONALITY



*"Take Risks in
Your Life,
If you win You
may Lead,
If you loose,
You may Guide"
-Swami
Vivekanand*

ARISE,
AWAKE
AND STOP NOT
TILL THE GOAL
IS REACHED

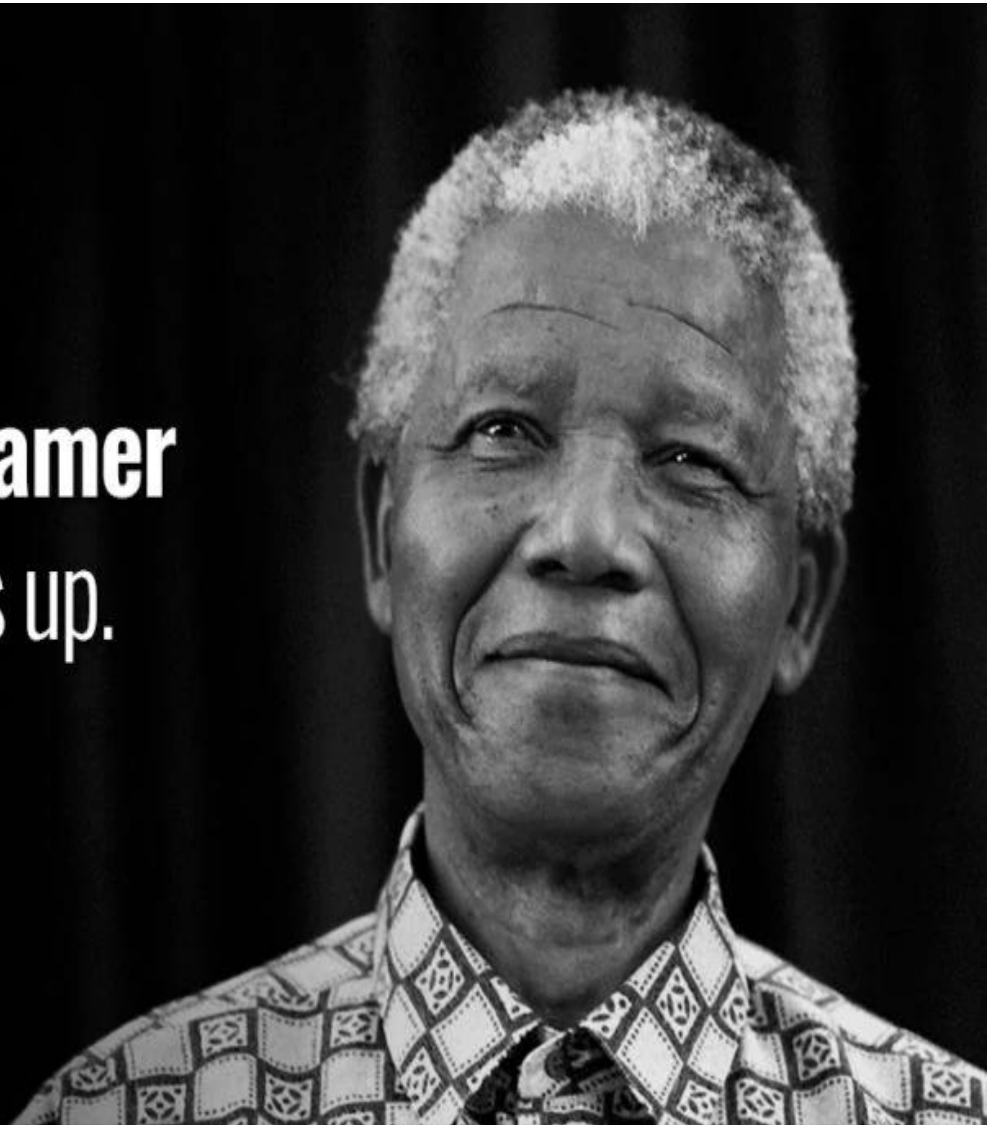
PRACTICAL, DOWN TO EARTH WITH STRONG
IDEAS ABOUT RIGHT AND WRONG.

ORGANIZED, SYSTEMATIC AND CONTROLLED

**A winner is a dreamer
who **never** gives up.**

- Nelson Mandela

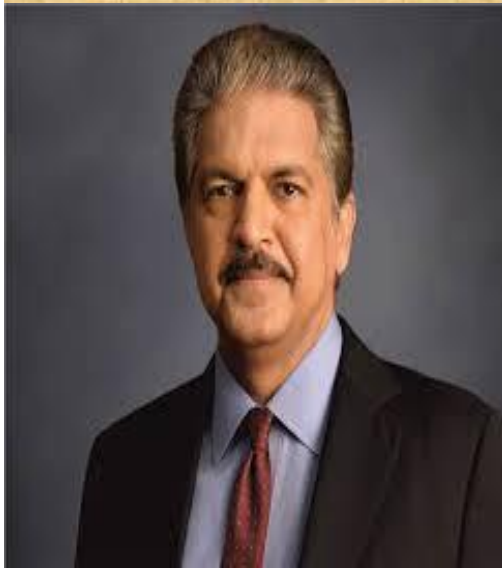
Goalcast



BRAVERY, DETERMINATION, HUMILITY, GOODNESS, PEACE, AND TACTICAL SKILLS

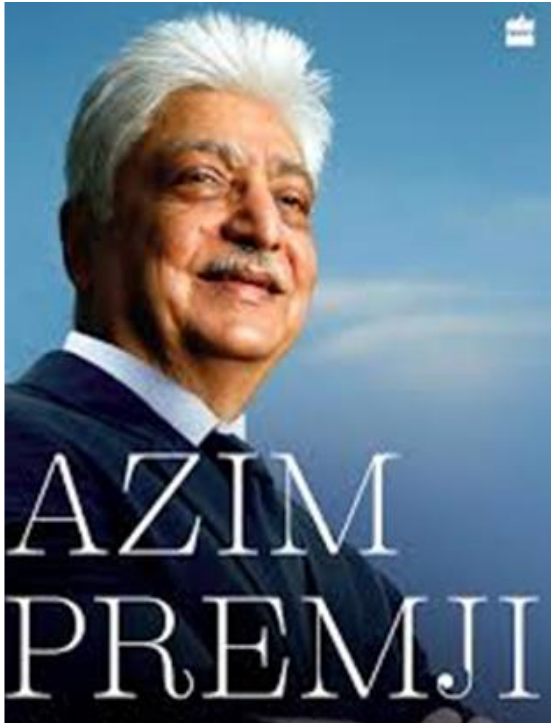


Few Leading Business Tycoons from India



Azim Premji:

An unusual personality of an Indian Businessman.



- Mohamed Hussain Premji started an oil mill called the Western India Vegetable Products Ltd, in Amalner in Maharashtra.
- The mill went about its business of turning the local ground-nuts into vanaspati, the hydrogenated oil of choice in Indian Kitchen.
- He was responsible for guiding Wipro through four decades of diversification and growth, to finally emerge as one of the global leaders in the software industry

WIPRO : "Western India Palm Refined Oil Limited"

THE man who could convert the Oil Mill into a software empire!

Lets explore his personality traits through his story

Personality

- Background & Definition
- Importance Of Personality In Performance
- The Myers-Briggs Type Indicator and
- The Big Five personality model

Personality : Definitions

- Gordon Allport – *“The dynamic organisation within the individual of those psychophysical systems that determine his/her unique adjustment to his/her environment.”*
- Maddi – *“Personality is a stable set of characteristics and tendencies that determine those commonalities & differences in the psychological behaviour (thoughts, feelings and actions) of people that have continuity in time & that may not be easily understood as the sole result of the social & biological pressures of the moment ”*



Activity:

Take a piece of paper and write down a list of **adjectives** that describes the personality of yourself or someone you know well.

-Analyze the traits

-Grade on personality traits such as ;

- Adaptability
- Attitude
- Confidence
- Compassion
- Conscientiousness
- Creativity
- Energetic
- Impressive

- Maturity
- Leadership
- Organized
- Optimism
- Responsibility
- Sense of humor
- Self-esteem
- Social

Home Exercise :
Know your personality :-

<https://www.123test.com/personality-test/>

Sources of Personality Differences

- **Heredity**: Research on the *nature-nurture controversy** indicates that about 50% of the variance in personality is inherited, thus setting limits on development
- **Environment**: Shapes at least 50% of personality?
 - Culture
 - Family
 - Group Membership
 - Life Experiences
- ❖ Importance Of Personality In Performance : Compare the personalities we discussed in earlier class with their way to showcased their performances in whichever domains they have excelled.



MBTI History

[Myers-Briggs Type Indicator]

- Developed by Isabel Briggs Myers and her mother, Katharine Briggs
- Based on Jung's (1923) theory of psychological types
- Differences in behavior are not random
due to consistent differences in perception & judgment
- 3 mins video...intro

https://www.youtube.com/watch?v=UJGI1sTJ_QE



The Myers-Briggs Type Indicator

Personality effects behaviour in various situations.

- how to measure or assess it..???
...Through MBTi which is a personality assessment instrument.
- How it works?
.....Classify a person in 4 different categories/dichotomies based on the answers given.

- 1. Extraversion**
- 2. Introversion**
- 3. Sensing**
- 4. iNtuition.**

Watch@Home

3 .30 mins video – MBTi

<https://www.youtube.com/watch?v=M4YLO-2Tb2w&t=0s>



Extroverts

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.



Sensors

Sensors are realistic people who like to focus on the facts and details. They apply common sense and past experience to find practical solutions to problems.



Thinkers

Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.



Judgers

Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.



Introverts

Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.



Intuitives

Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.



Feelers

Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.



Perceivers

Perceivers prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

16 PERSONALITY TYPES

by Myers-Briggs, Keirsey classification



supervisor
ESTJ
enforcing



inspector
ISTJ
certifying



provider
ESFJ
supplying



protector
ISFJ
securing



promoter
ESTP
persuading



crafter
ISTP
instrumenting



performer
ESFP
demonstrating



composer
ISFP
synthesizing

16 PERSONALITY TYPES

by Myers-Briggs, Keirsey classification

Cntd....



teacher
ENFJ
educating



counselor
INFJ
guiding



champion
ENFP
motivating



healer
INFP
conciliating



fieldmarshal
ENTJ
mobilizing



mastermind
INTJ
entailing



inventor
ENTP
devising



architect
INTP
designing

MBTI

The four dichotomies

Extraversion

Sensing

Thinking

Judging

Introversion

iNtuition

Feeling

Perceiving

For example, two persons assessed as ESTJ and INFP have the following personality traits:

ESTJ—Extraversion, Sensing, Thinking, Judging

INFP—Introversion, Intuition, Feeling, Perceiving

- 11 mins video – MBTi How it works?

<https://www.youtube.com/watch?v=NXcWZnQPUXw>

- Which of these 16 Myers Briggs Personality type are you ?

<https://quizly.co/which-of-these-16-myers-briggs-personality-types-are-you/>

Home
reading : <https://courses.lumenlearning.com/boundless-management/chapter/personality/>

Unethical Use of MBTi

Can We use the MBTI in these practices? Justify....

- ☐ Hiring
- ☐ Selecting
- ☐ Rewarding
- ☐ Promoting



- MBTI doesn't measure skill...therefore it would be an inaccurate and unfair application of the assessment

Personality Structure:

The “Big Five” Personality Factors*

(Each factor is a continuum of many related traits)

Proposed by Lewis Golberg

Intellectual Openness (Openness to experience)

← (Imaginative, curious, original) (Dull, unimaginative, literal-minded) →

Conscientiousness

← (Planful, neat, dependable) (Impulsive, careless, irresponsible) →

Sociability (Extroversion)

← (Gregarious, energetic, self-dramatizing) (Shy, unassertive, withdrawn) →

Agreeableness

← (Warm, tactful, considerate) (Independent, cold, rude) →

Adjustment (Neuroticism)

← (Stable, confident, effective) (Nervous, self-doubting, moody) →

Watch@Home

13 mins video –

<https://www.youtube.com/watch?v=XePFf8Tmh0Q>

Personality and Behavior: Specific Personality Traits* and Their Linkage to the “Big Five”

- **Self-esteem** (“self-worth”) is part of *adjustment*
- **Locus of control** (“fate vs. personal control”) is part of *conscientiousness*
- **Introversion and extraversion** (preference for thinking vs. interacting--NOT “social skills”) are part of *sociability*
- **Dogmatism** (generalized rigidity of beliefs) and **authoritarianism** (narrower personality type who prefers to follow orders) are part of *intellectual openness*
- **REMEMBER:** Traits are continua—people may be high, low, or in-between. Most people are in-between!

How the Big Five Personality Traits Influence Work Behavior

Remember the acronym OCEAN:

- Openness to experience,
- Conscientiousness,
- Extroversion,
- Agreeableness and
- Neuroticism.

OCEAN in the Workplace

OPENNESS

High Scores Indicate

- More creativity
- More flexibility
- More eagerness to learn

Workplace Behavior Effects

- Higher job satisfaction
- Easily adaptable
- Strong leadership skills



CONSCIENTIOUSNESS

High Scores Indicate

- More effort
- More drive
- Better discipline and organization

Workplace Behavior Effects

- Better job performance
- Inherent leadership ability
- Less likely to leave



EXTROVERSION

High Scores Indicate

- Easily relates to others
- More emotional
- Dominates socially

Workplace Behavior Effects

- Better job performance
- Strong leadership skills
- Less likely to leave



AGREEABLENESS

High Scores Indicate

- More likely to comply with rules and regulations
- Easier to like and admire

Workplace Behavior Effects

- Higher job performance
- Better on-the-job behavior



NEUROTICISM

High Scores Indicate

- May think negatively
- May express negative emotions

Workplace Behavior Effects

- Lower job satisfaction
- Higher stress level



End of Unit 1

Home Activities

- ❖ Take personality Test <https://www.123test.com/personality-test/>
- ❖ Observe the Personalities that have visited our college during various orientations sessions
Think over the personality traits you can relate with their presence. Write your Reflections in your OB Diary.
- ❖ Next Unit 2 : Perception

*Thank
you*





DNYANSAGAR INSTITUTE OF MANAGEMENT & RESEARCH

Approved by AICTE, New Delhi, Affiliated to Savitribai Phule Pune University

102 Organisational Behaviour

Unit 2 : Perception

RESOURCE PERSON : PROF. DR. RACHANA SHIKHARE

Syllabus Scope – Unit 2

- **Part 1- Perception**: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).
- **Part 2 -Motivation**: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation

**“WE DON’T SEE THINGS AS THEY ARE,
WE SEE THINGS AS WE ARE.”**

Part 1- Perception:

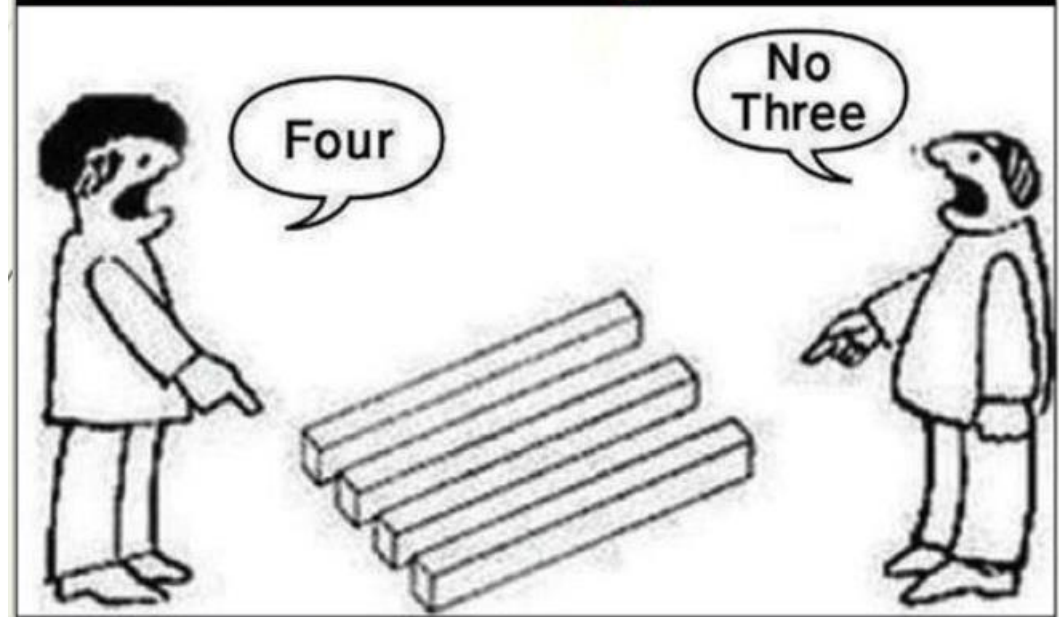


DEFINING PERCEPTION

The process by which an individual selects, organizes, and interprets stimuli into a meaningful and coherent picture of the world.



How our perceptions can lead to misunderstanding and conflict



Projection can be controlled through a high degree of self-awareness and empathy.

FACTORS INFLUENCING PERCEPTION

- **Physiology:** Differences in sensory abilities
- **Age:** Changes attitudes on time; more experience the older we get
- **Culture:** Different beliefs
- **Social Roles:** Different roles we take on during our lives (sister, brother, wife, husband, student, instructor, etc.)
- **Cognitive Abilities:** Think multi dimensionally about different situations



Characteristics of the perceiver:

- The perceptual process is influenced by the perceiver's:
 - Past experiences.
 - Needs or motives.
 - Personality.
 - Values and attitudes.

Characteristics of the setting:

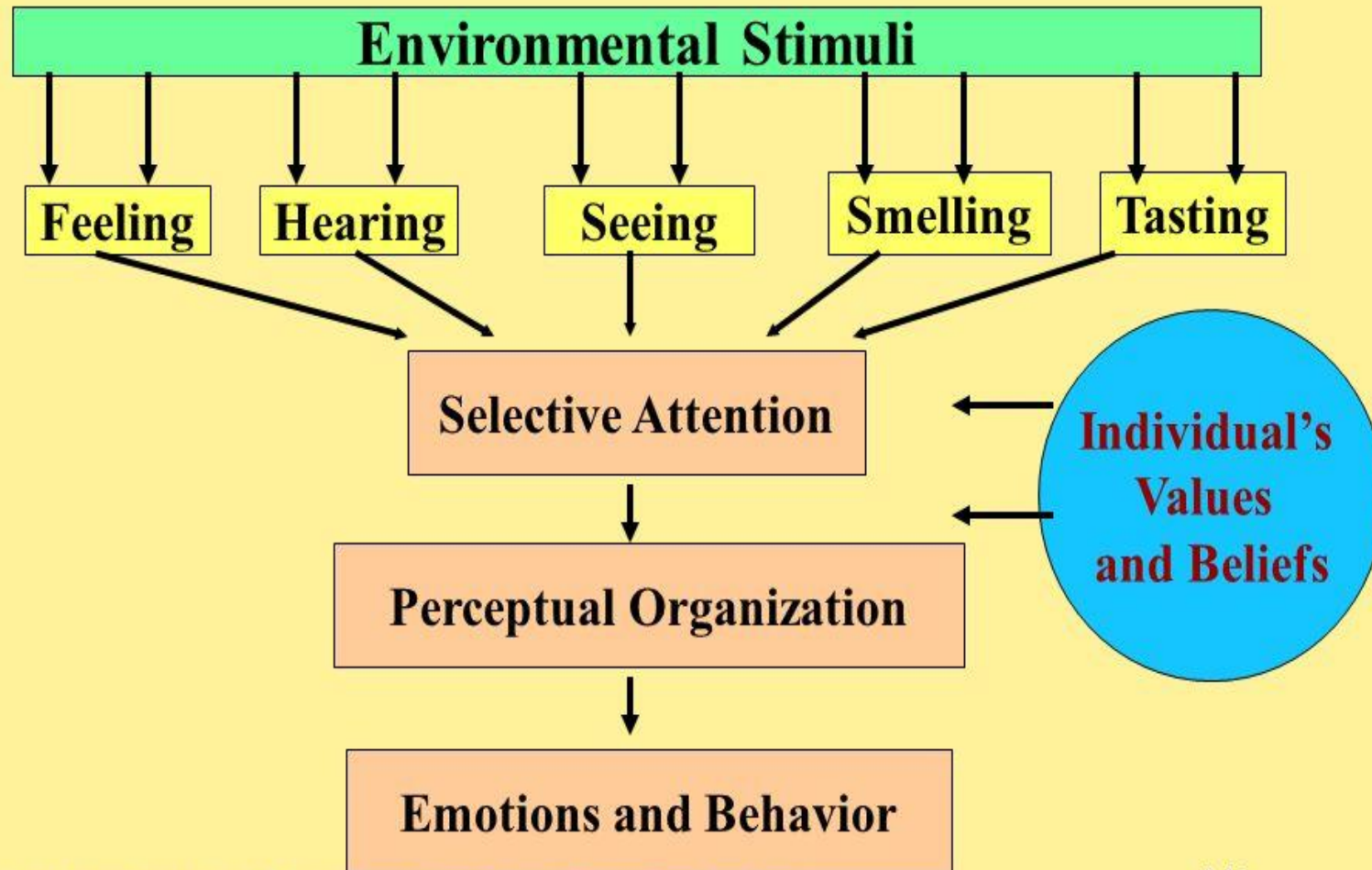
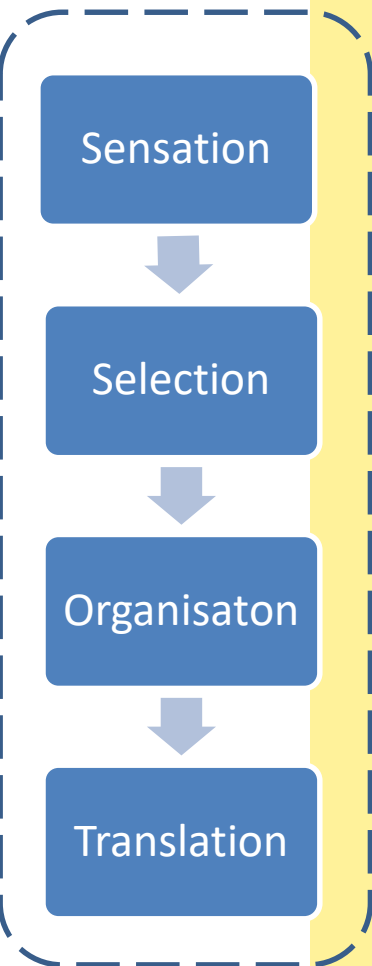
- The perceptual process is influenced by the setting's:
 - Physical context.
 - Social context.
 - Organizational context.

Characteristics of the perceived:

The perceptual process is influenced by characteristics of the perceived person, object, or event, such as:

- Contrast.
- Intensity.
- Figure-ground separation.
- Size.
- Motion.
- Repetition or novelty.

The Perceptual Process



Chapter 2, Nancy Langton and Stephen P. Robbins, *Fundamentals of Organizational Behaviour*, Third Canadian Edition
Copyright © 2007 Pearson Education Canada

2-10
From "Self Awareness" by McShane &
Von Glinow, *Organizational Behavior*

Selective perception

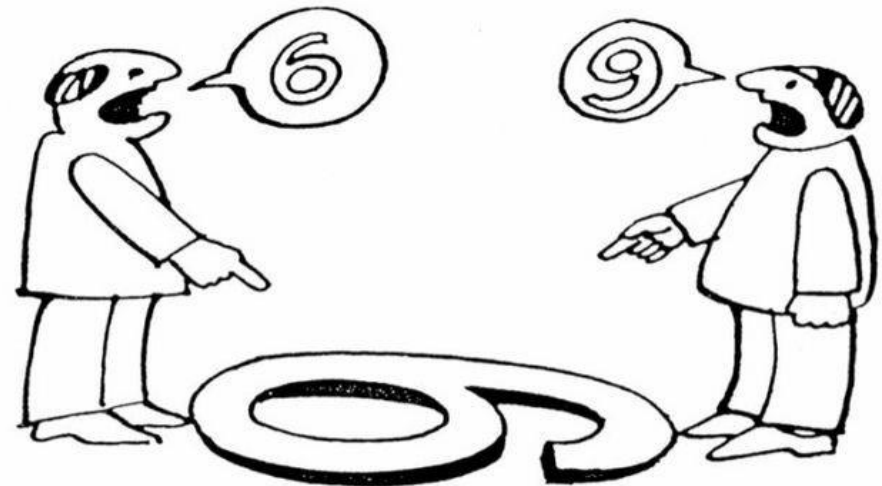
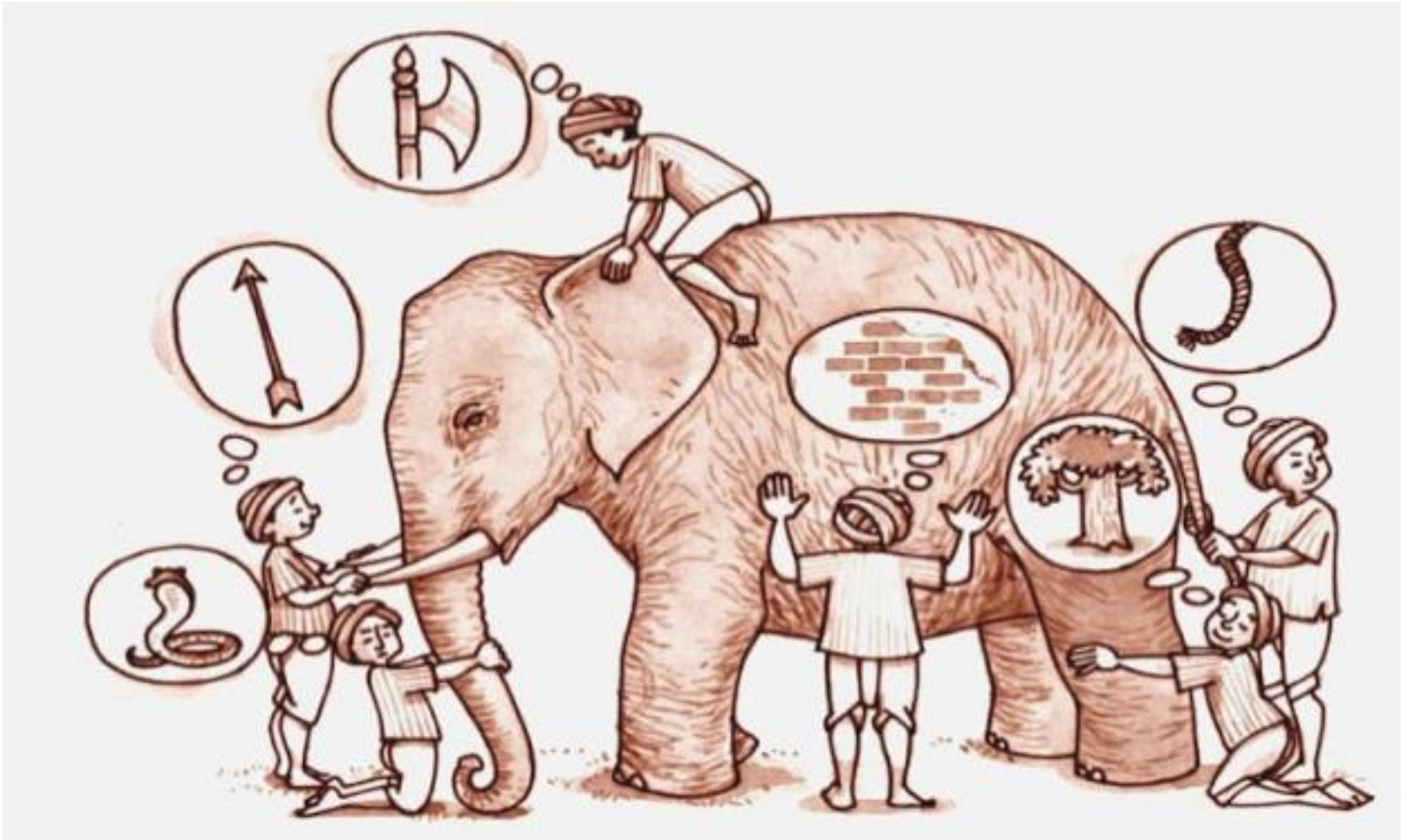


Image used with permission from www.artefactgroup.com - From Theory to Practice: Designing for Empathy (02-06-2013)|

Source: <http://www.artefactgroup.com/content/tool/from-theory-to-practice-designing-for-empathy-toolkit>

Understanding barriers to communication

Blind Men and the Elephant



Halo effects:

- Occur when one attribute of a person or situation is used to develop an overall impression of the individual or situation.
- Likely to occur in the organization stage.
- Individual differences are disguised.
- Important in the performance appraisal process.

<https://www.youtube.com/watch?v=tae2LfafYtA>

1 min Corruption RIN TVC

<https://www.youtube.com/watch?v=R0dNdIFzvvE>

1 min Don't judge book by its cover RIN TVC

<https://www.youtube.com/watch?v=2h6HeqO-U9c>

5 mins Watch at Home for additional inputs

Frequently Used Shortcuts in Judging Others

➤ **Selective Perception**

- People selectively interpret what they see on the basis of their interests, background, experience, and attitudes

➤ **Halo Effect**

- Drawing a general impression about an individual on the basis of a single characteristic

➤ **Contrast Effects**

- Evaluation of a person's characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics



6-14

Contrast effects:



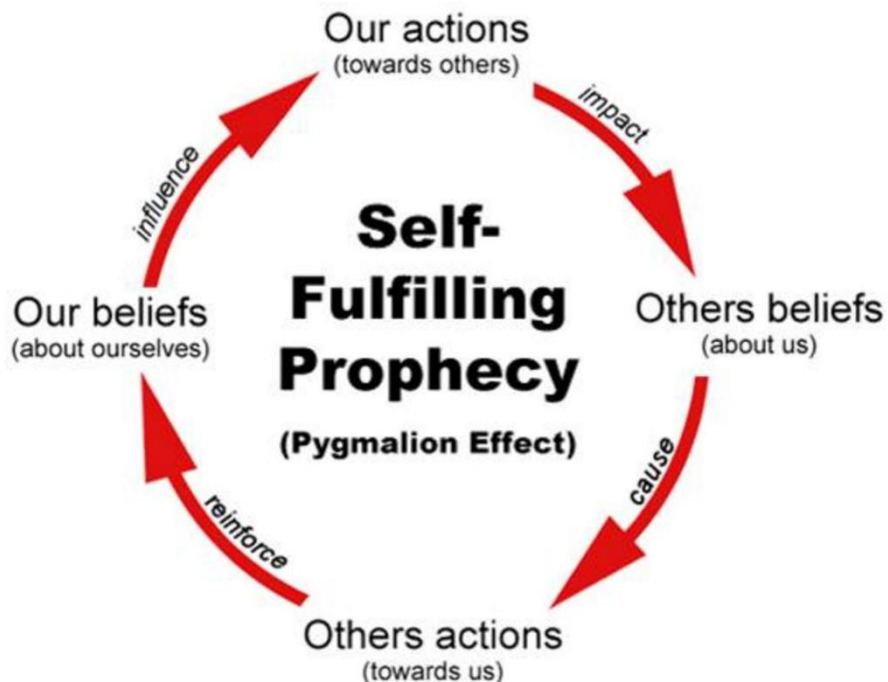
Contrast effects:

- Occur when an individual is compared to other people on the same characteristics on which the others rank higher or lower.
- Contrast effect is an unconscious bias that happens when two things are judged in comparison to one another, instead of being assessed individually. Our perception is altered once we start to compare things to one another.
- When we make decisions, we tend to do it by contrasting between the decision item and reference items.
- When two things appear close to one another, we will tend to evaluate them against one another more than against a fixed standard.
- E.g: Pricing (shown priced items by the shop keeper ranging close to higher end of our mentioned price range)

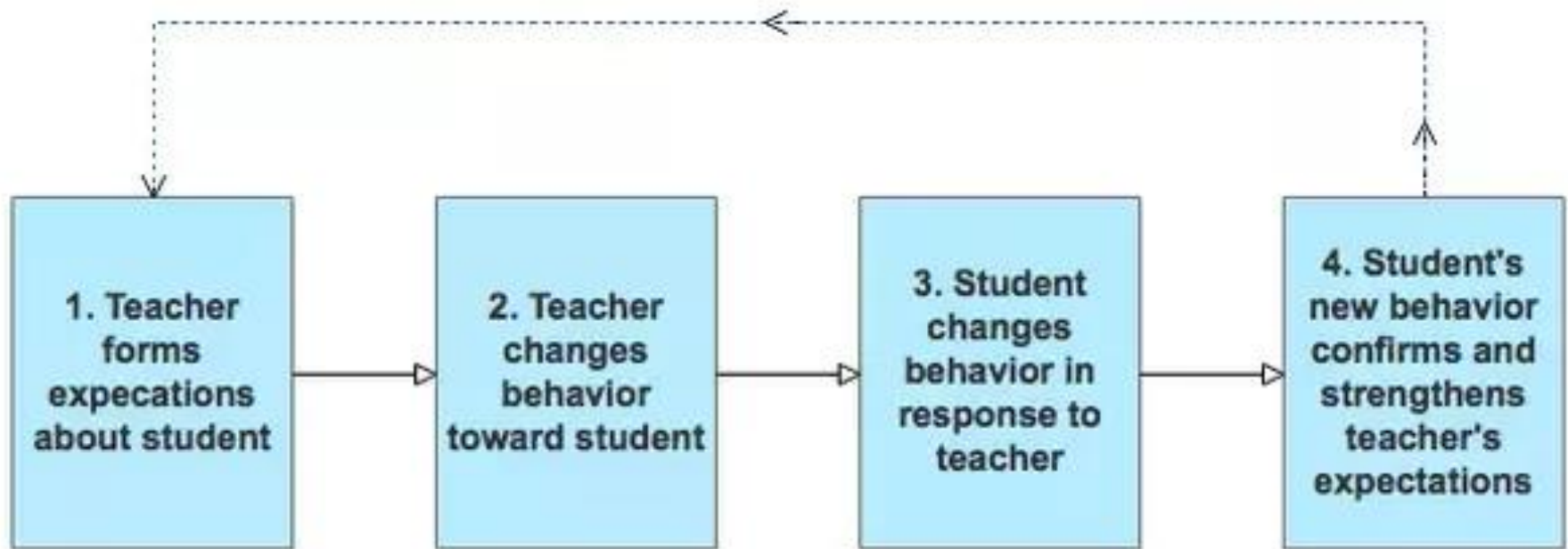
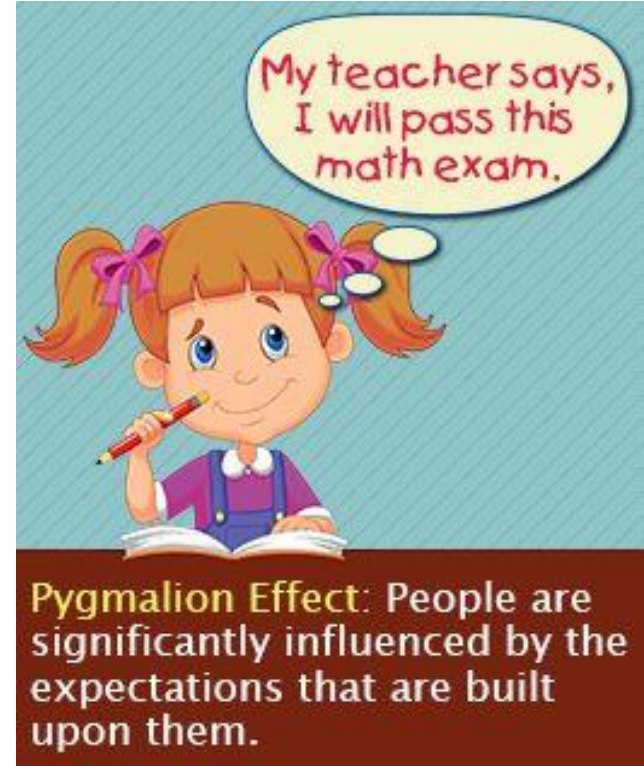
Self-fulfilling prophecy/ Pygmalion Effect

Background

Pygmalion carved a statue of a woman and wished for a bride that looked just like it. He made offerings to Aphrodite, and after he kissed the statue (named Galatea) it came to life. They fell in love and lived happy ever after.



Self-fulfilling prophecy/ Pygmalion Effect



In Leadership at workplace !



I always knew you were going to fail.





COMMON PERCEPTUAL DISTORTIONS/ SHORT CUTS?

Stereotypes or prototypes:

- Combines information based on the category or class to which a person, situation, or object belongs.
- Strong impact at the organization stage.
- Individual differences are obscured.

1 min Breaking gender stereotype Ariel TVC

<https://www.youtube.com/watch?v=wJukf4ifuKs>

Specific Applications in Organisations

- **Employment Interview** - during an interview the interviewers make an perceptual judgement and draw early impressions. As a result information elicited early in the interview carries greater weight than does information elicited later.
- **Performance Expectations** - Self-fulfilling prophecy (pygmalion effect): The lower or higher performance of employees reflects preconceived leader expectations about employee capabilities.
- **Performance Evaluations** - Appraisals are often the subjective (judgmental) perceptions of appraisers of another employee's job performance.
- **Employee Effort** - Assessment of individual effort is a subjective judgment subject to perceptual distortion and bias.
- **Ethnic Profiling** - A form of stereotyping in which a group of individuals is singled out—typically on the basis of race or ethnicity—for intensive inquiry, scrutinizing, or investigation.

WHAT IS ATTRIBUTION THEORY?

Attribution theory aids in perceptual interpretation by focusing on how people attempt to:

- Understand the causes of a certain event.
 - Assess responsibility for the outcomes of the event.
 - Evaluate the personal qualities of the people involved in the event.
-
- Attribution theory is about how people explain things.

<https://www.youtube.com/watch?v=2HQ4vV3ynlw>

2 mins vdo Susan Case

ATTRIBUTION

What causes certain behaviour?

It is something within
the person we observe,
i.e. their personality

= internal attribution

We make a
DISPOSITIONAL ATTRIBUTION

Is it caused by
something outside
the person we observe,
i.e. their situation

= external attribution

We make a
SITUATIONAL ATTRIBUTION

Attribution Error

- Your reaction indicates your attribution type either internal or external
- E.g: You are driving and suddenly someone cuts the lane and overtakes your car and goes in speed ahead! Whats your reaction.....?



Factors influencing Attributions (Kellys Model)

Distinctiveness :

Distinctiveness – the consideration given to how consistent a person’s behavior is across different situations



Consistency :

Consistency – refers to the measure of whether an individual responds the same way across time.

Consensus : Consensus - refers to the likelihood that all those facing the same situation will have similar responses.

Clippings / Videos

- <https://www.youtube.com/watch?v=yuzlvRDyg-w>

- Indira Nooye Clip

.....



Share Your Reflections

- Check on this link -STORY OF YOUR LIFE 1 min

<https://www.youtube.com/watch?v=YP3rgOrtQkY>

- Dreams shud have goals...1 mins

<https://www.youtube.com/watch?v=7QsuOvVeHhY>



Opening Case :- “Against all odds”

- In 1883 , a creative engineer named John Roebling was inspired by an idea to build a spectacular bridge connecting New York with Long Island.
- However, bridge experts throughout the world thought that this was an impossible feat and told Roebling to forget the idea. It just could not be done. It was not practical .It had never been done before.
- Roebling could not ignore the vision he had in his mind of this bridge. He thought .It all the time and felt it could be done .He just had to share the dream with someone else.
- After much discussion and persuasion he managed to convince his son Washington, an upcoming engineer, that the bridge could be built. Working together for the first time, father and son developed concepts of how it could be accomplished and how the obstacles could be overcome.



Opening Case :- “Against all odds” ...cntd

- **With greater excitement and inspiration, and the headlines of a wild challenge before them, they hired their crew and began to build their dream bridge.**
- **The project started well ,but when it was only a few months under way a tragic accident on the site took the life of John Roebling. Washington was injured and left with certain amount of brain damage, which resulted in him not being able to walk or talk or even move.**
 - **“We told them so”.**
 - **“Crazy men and their crazy dreams”.**
 - **“It’s foolish to chase wild visions.”**
- **Everyone had a negative comment to make and felt that the project should be scrapped since the Roebling's the only ones who knew how the bridge could be built.**
- **In spite of his handicap ,Washington was never discouraged and still had a burning desire to complete the bridge and his mind was still as sharp as ever. He tried to inspire and pass on his enthusiasm to some of his friends ,but they were too daunted by the task.**



Opening Case :- “Against all odds” ...cntd

- As he lay his bed in his hospital room, with the sunlight streaming through the windows, a gentle breeze blew the flimsy white curtains apart and he was able to see the sky and the tops of the trees outside for just a moment. It seemed that there was a message for him not to give up.
- Suddenly an idea hit him. all he could do was to move on finger and he decided to make the best use of it .By moving this, he slowly developed a code of communication with his wife.
- He touched his wife’s arm with the finger ,indicating to her that he wanted her to call the engineers again. Then he used the same method of tapping her to tell the engineers what to do. It seemed foolish but the project was under way again.
- For 13 years, Washington tapped out his instructions with his finger on his wife’s arm, until the bridge was finally completed.



Brooklyn Bridge in NY Manhattan



Opening Case :- “Against all odds” ...cntd

- Today the spectacular Brooklyn Bridge stands in all its glory as tribute to the triumph of one man’s indomitable Strong) spirit and his determination not to be defeated by circumstances.
- It is also a tribute to the triumph Success) of one man’s indomitable spirit and his determination not to be defeated by circumstances.
- It is also a tribute to the engineers and their team work, and to their faith in man who was considered mad by half of the world .
- It stands too as a tangible monument to the love and devotion of his wife who for those 13 long years patiently decoded the messages of her husband and told the engineers what to do.
- *Also , READ about Padmashree Mr.Murlidhar Pethkar from Sangli *





Definition

- **“Motivation is a process which begins with a physiological or psychological need or deficiency which triggers behaviour or a drive that is aimed at a goal or an incentive.”**

Motivation at Organisations

Energizes Behavior

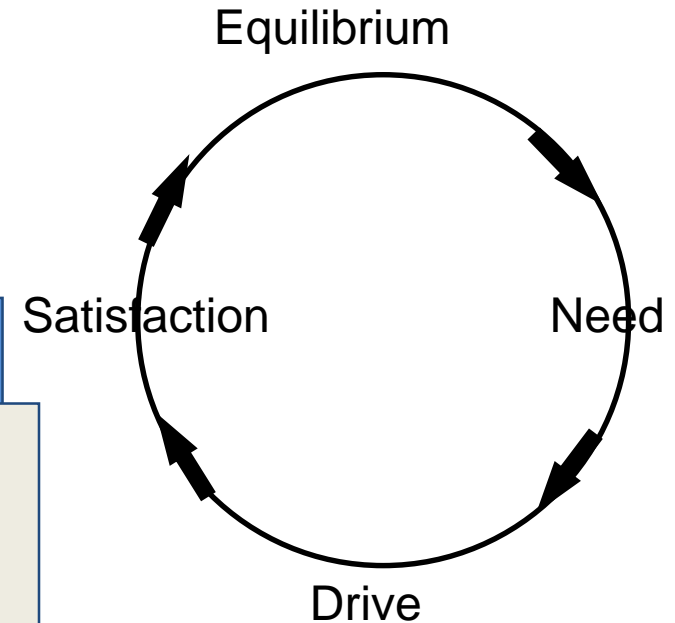
Drives
Compulsions
Deprivation/
Disequilibrium

Directs Behavior

Goals
Organization of Effort
Reaching Equilibrium

Sustains Behavior

Maintaining motivation
Persistence
Ability to change course
Importance of Feedback



“Motivation is a process which begins with a physiological or psychological need or deficiency which triggers behavior or a drive that is aimed at a goal or an incentive.”

Types of Motivation.

•Extrinsic Motivation.

1. Salary.
2. Bonuses/Perks.
3. Organized activities.
4. Promotion/Grades.
5. Punishment/Layoffs

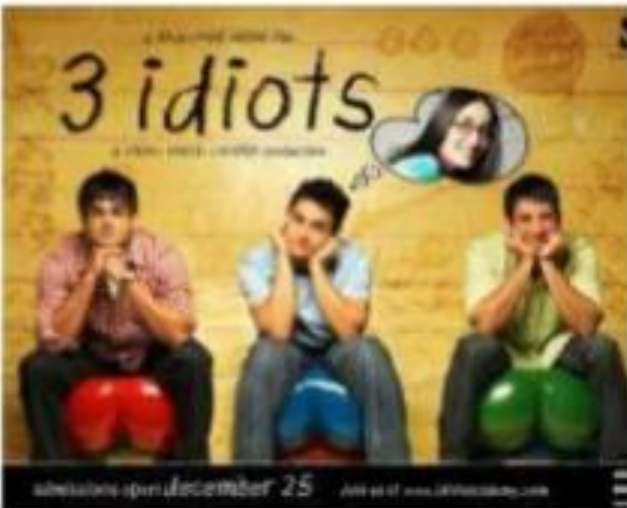
•Intrinsic Motivation:

1. Learning and Growth opportunity.
2. Social contact and status.
3. Curiosity
4. Respect and Honour.

Types of Motivators



Types of Motivation.



Intrinsically
Motivated.



Extrinsically
Motivated.

Unit 2 : Part 2 Motivation

Theories of Motivation

Content Theories

- Alderfer's ERG Theory
- Herzberg's Motivation-Hygiene Theory
- McClelland's Needs Theory
- Maslow's Hierarchy of Needs

Process Theories

- Adam's Equity Theory
- Carrot and Stick Approach to Motivation
- Reinforcement Theory
- Vroom's Expectancy Theory

What motivates?

How does it motivate?

Maslow's Hierarchy of Needs



Limitations of Maslow's Theory

- Research have established the motivational forces for physiological, safety, love and esteem needs but have failed to discover a hierarchical arrangement. For example, even if safety need is not satisfied, the social need may emerge.
- Self less component of human behaviour has been ignored by Maslow.
- The need priority model may not apply at all times in all places.
- The level of motivation may be permanently lower for some people. For example, a person suffering from chronic unemployment may remain satisfied for the rest of his life if only he gets enough food.

Herzberg's Two Factor Theory



Frederick Herzberg

Poor
Hygiene
Factors
decrease
employee
job
satisfaction

Motivating
Factors
increase
employee
job
satisfaction

According to Herzberg, the factors leading to job satisfaction are "separate and distinct from those that lead to job dissatisfaction."



Frederick Herzberg's Motivation – Hygiene Theory

- **Motivator Factors**

The Job Itself.

- **Sense Of achievement.**
- **Recognition For Accomplishment.**
- **Challenging Job or work)**
- **Increase in responsibility**
- **Growth and development.**

- **Hygiene factors.**

The environment

- **Policies And administration.**
- **Supervision**
- **Working Conditions.**
- **Interpersonal Relations**
- **Money,status,security**

• Factors for Dissatisfaction

- Company Policies
- Supervision
- Relationship with Supervisor and Peers
- Work conditions
- Salary/Perks
- Status
- Security



Factors for Satisfaction

- Growth opportunity
- The work itself
- Achievement
- Responsibility
- Recognition
- Advancement



Limitation of Herzberg's Theory

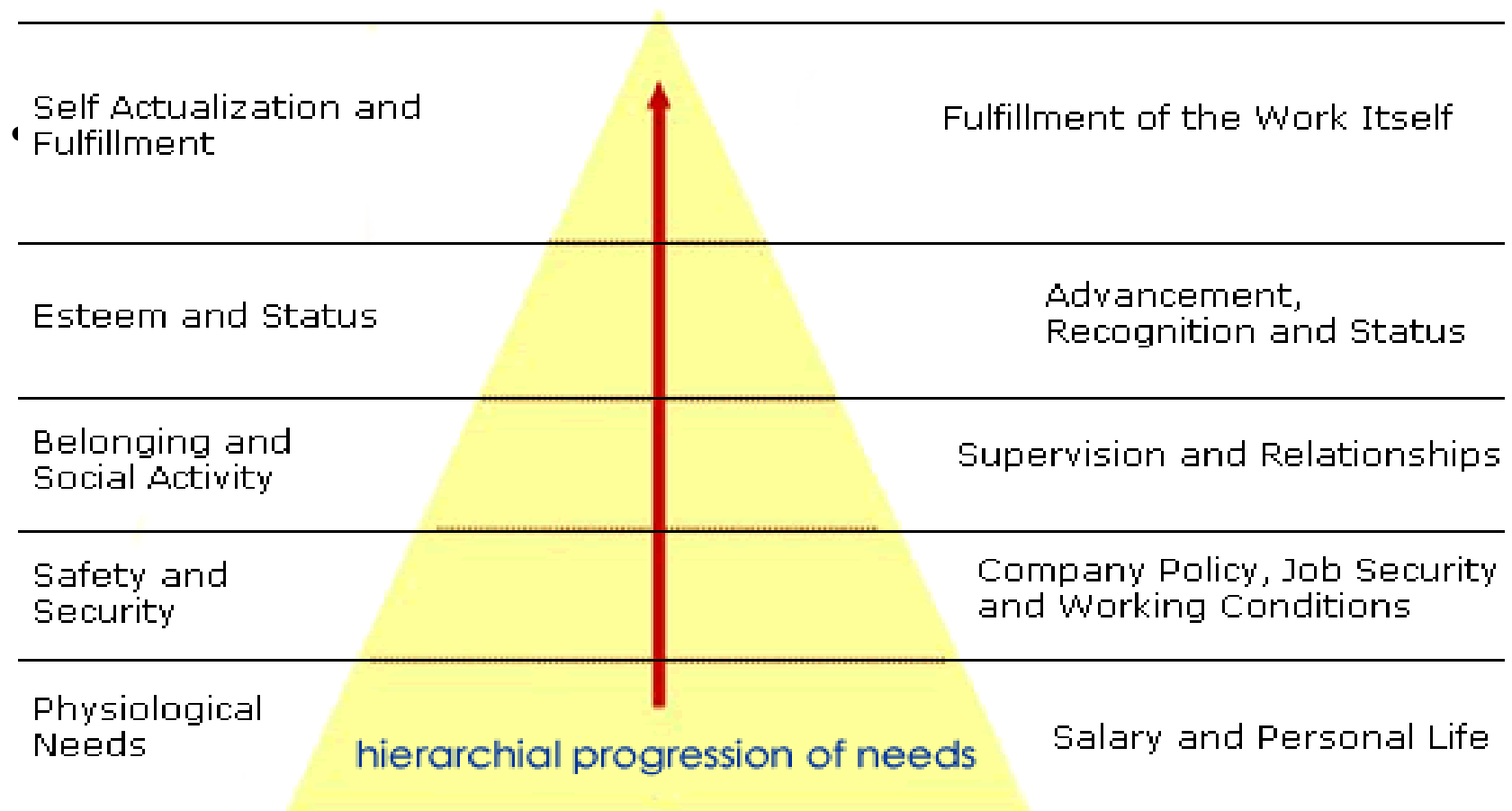
- The Two Factor Theory assumes that happy employees produce more.
- Satisfied workers may not actually be more motivated or more productive than dissatisfied workers.
- Herzberg's theory is that people differ in their responses to hygiene and motivating factors. Herzberg's theory does not account for these individual differences.
- What motivates one individual might be a de-motivator for another individual.
- Not applicable for blue collar workers.



Relationship between Herzberg's theory and Maslow's Theory.

Maslow's Hierarchy of Needs

Herzberg's Model





Evaluation OF the theory.

- Has sufficient support for hypothesis.
- Hierarchy will vary from culture to culture.
- Fulfillment will follow according to a persons job, age and background.

Clayton Alderfer's ERG Theory Of Motivation

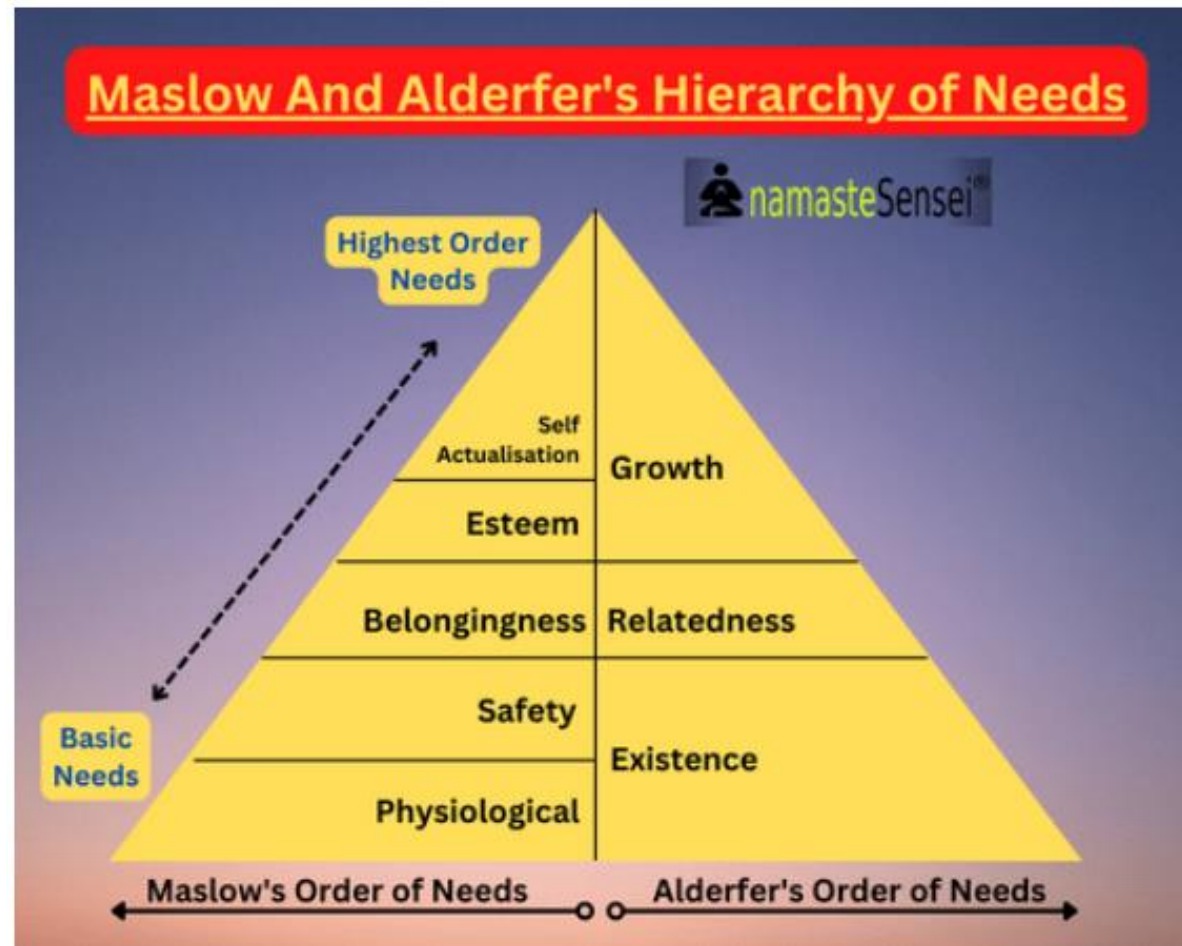
- **Alderfer** proposed the **ERG theory in 1969**, which reduces Maslow's five human needs: (**Physiological needs, safety needs, Social needs, Self-Esteem needs, and Self-Actualization needs.**) into three categories:

E - Existence
R - Relatedness
G - Growth.



A Comparison between Maslow's Alderfer's categories of Needs.

- A) Unfull fillment needs act as a motivator .the next higher level need is not activated until the preceding lower level needs is satisfied.
- B) only one of the five categories of needs will be predominant Whereas in ERG theory allows for more than one need,say,social and self actualization -to be operating more or less equally at the same time.



David McClelland's Achievement Motivation Theory

- **Achievement Motive.**
- **Affiliation Motive.**
- **Power Motive.**

McClelland's Achievement Theory has great implication for managers

- Arrange tasks.....
- Employees should be provided.....
- Help employees to modify....
- Guide Employees
- Let it be known that managers who have been successful are those who are higher in power rather than affiliation motives.



- **II) Process**
Theory Of Motivation

**Process theory
of motivation**

**Victor Vroom's
expectancy
theory**

**The porter-
Lawler
Theory**

Equity theory

**Goal setting
theory**

**Attribution
theory**

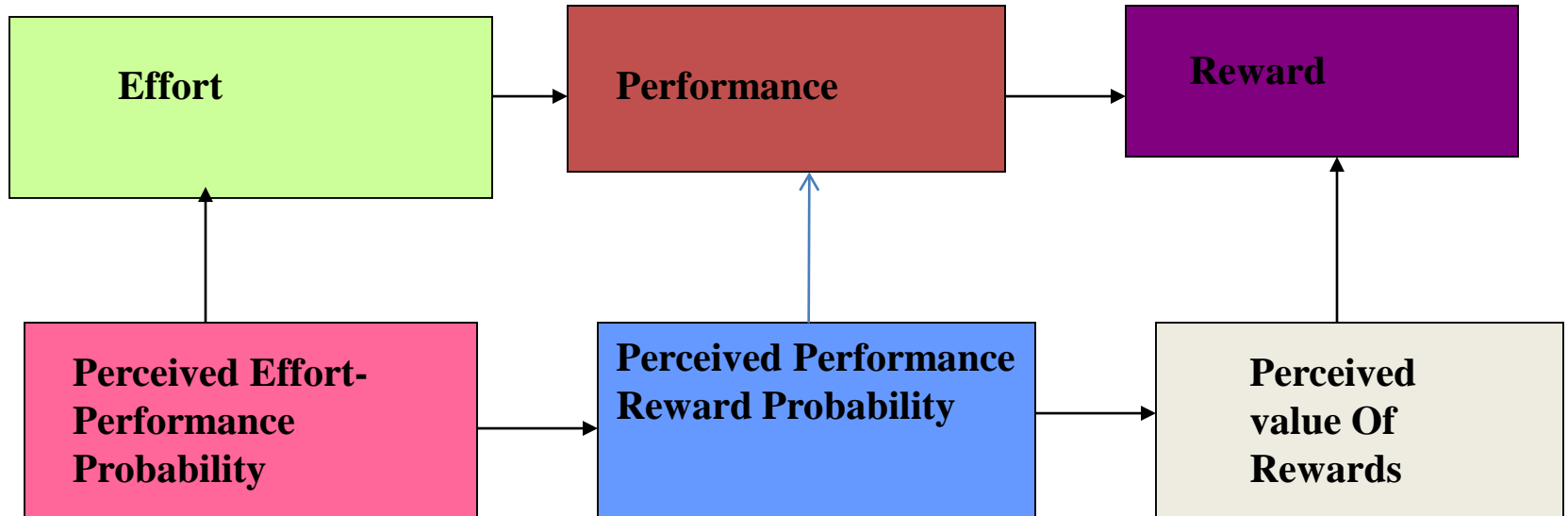
Process Based Motivation Theory: Victor Vroom's expectancy theory

- ❑ Expectancy theory contributes to the understanding of motivation.
- ❑ An individual's expectations are affected by the certainty they feel that their actions will result in their expected reward or goal.
- ❑ There is an immediate relationship between exertion and accomplishment.
- ❖ This theory is based on four assumptions.
 - 1* It is a combination of both individual expectations and organizations.**
 - 2* Individuals knowingly make their own decisions.**
 - 3* People demand different rewards from their work depending on their different needs and goals.**
 - 4* Individuals take decisions based on their perceptions.**



An expectancy Model Of Motivation

There is a link between the type and amount of effort invested and the amount and type of reward received.



“What are my chances of getting the job done if I put for the necessary effort”

“What are my chances of getting the rewards I value if I satisfactorily complete the job?”

“What rewards do I value?”



❖ **Vroom built this theory based on Three Concepts;**

$$\bullet \text{ Motivation} = \text{Valence} * \text{Expectancy}$$

What is Expectancy?

Whether a person believes that high levels of effort will lead to the desired outcomes or performance. If something other than the amount of effort contributes to achieving the outcome, then this will cause a lack of motivation.

What is Instrumentality?

To what degree is the level of performance related to the reward received? For example, lots of work may not increase the likelihood of a given result. Make certain that the indicated reward is measured and explicitly tied to the level of performance.

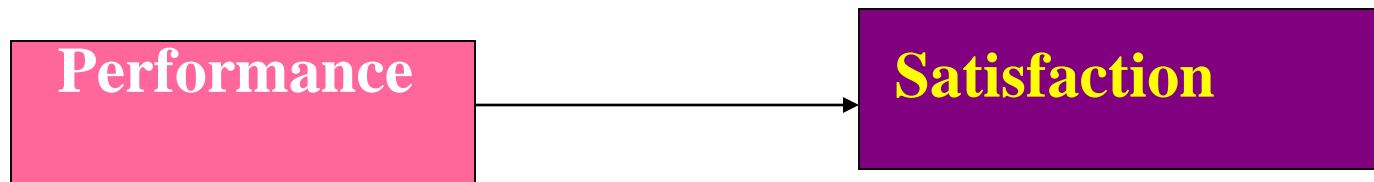
What is Valence?

What is the value of the rewards that result from the performance? Understand what type of reward employee values.

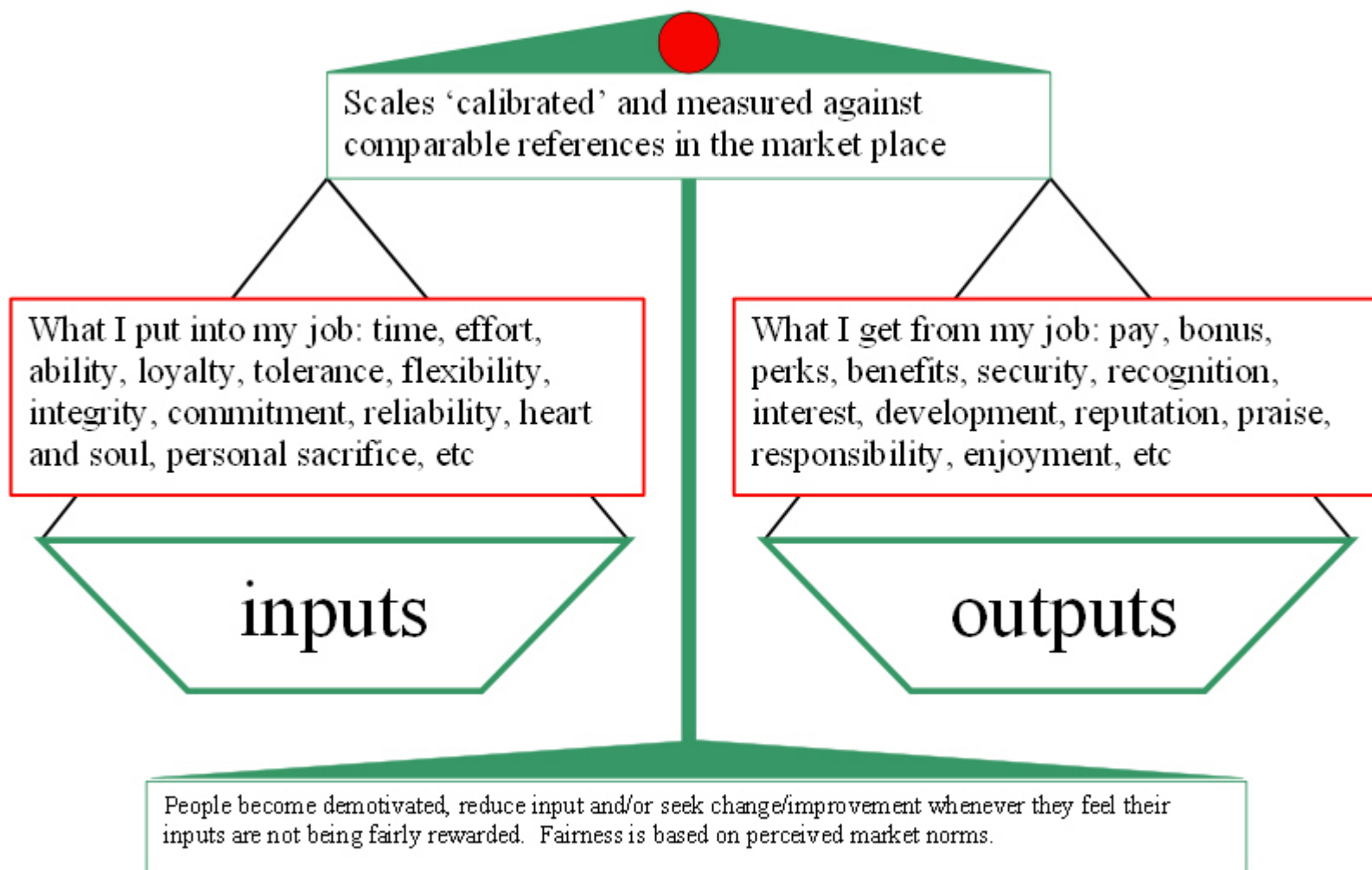
- ❑ *The theory is often criticized for being too idealistic - assuming that all individuals are rational actors making affirmative decisions concerning the rewards received from their efforts.*

Process Based Motivation Theory: The porter-Lawler Theory

- **Motivation, satisfaction and performance are separate variables and relate in different ways as compared to what was assumed traditionally.**



Adams' Equity Theory diagram - job motivation



Goal setting theory

- ❑ Goals can be defined as future outcomes that individuals and groups desire and strive to achieve .

❑ How Goal Setting Helps?

- Role clarity.
- Providing Challenges.
- Optimum utilization of resources.
- Work out a suitable organizational design.
- Functions Of management.

What does SMART stand for?

S

Specific



What is the goal?

I want to cut the 6 hours I spend processing data in Excel every day to 3 hours by implementing an improved work routine.

M

Measurable



How will I measure my progress?

I'll track the time I spend processing Excel data every day, and watch as the time decreases.

A

Attainable



Do I have the skills and the resources for it?

I have access to Excel eBooks that will help me learn how to be more efficient when using Excel formulas.

R

Relevant



Why is this goal important?

I spend 6 hours processing data in Excel, and that's too much of my time. Cutting that time in half would ensure I have more time for other work activities.

T

Time-bound



When will I achieve the goal I've set?

I want to cut the time I spend on Excel calculations in half by the 15th of next month.

- Goal setting is the process through which efficiency and effectiveness can be increased by specifying the desired outcomes towards which individuals teams, departments and organizations should work.



Significance of the Theory.

- A) This can be used as a frame-work to analyze the potential problems with low performing employees.
- B) It provides information to the management on how to create a high performance work environment.
- C) It portrays the system of relationships and interplay among key factors such as goal difficulty, goal commitment, feedback and rewards to achieve high performance.

Theory X Theory Y

- Douglas Mc Gregor has given two theories of Human behavior in his book "Human Side of Enterprise"

McGregor Theory of X and Y

Theory X Manager beliefs

- Employees **dislike work**, avoid responsibility.
- Emphasis on continuous **monitoring and supervision**
- **Rewards or Punishments** are used for motivating employees. Management believes employees work is based on their own self-interest.
- **"We vs They"** relation between management and employees.

Theory Y Manager beliefs

- Employees are self motivated, **enjoys their work**, and ready to take more responsibility.
- Believes that employees can work **without supervision**.
- Giving **more responsibility**, and empowering to take decisions are used for motivating employees.
- **Collabotative** and **cordial** relations between management and employees.



(A) Theory X- Assumptions

- 1. The ordinary man is not interested in work and he is lazy.
- 2. In the absence of direction and control, members of the organization will not work out relations among their positions.
- 3. The individuals and organizational goals are different.
- 4. Average man is devoid of self-discipline and self-control and wishes to avoid responsibility.
- 5. Average man tends to submit himself to the control and direction of others.
- 6. The members of the organisation prefer security above all.

(B) Theory-Y Assumptions.

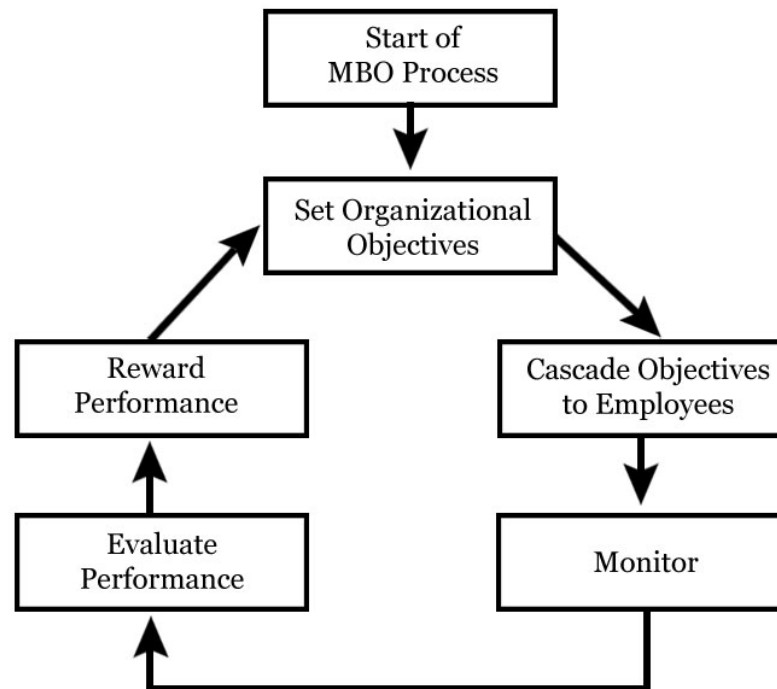
- 1) The average human being does not dislike the work.
- 2) man will exercise self-direction.
- 3) Commitment to enterprise objectives is a result of rewards associated with their achievement.
- 4) The average individuals not only accept responsibility but seek it.
- 5) There is high degree of imagination in solving organisational problems.
- 6) Under conditions of modern industrial life the intellectual potentialities of people are only partially utilized.

- *Theory X and Theory Y are two contrasting models of how your work force can be motivated.*

The MBO approach

- “Management by objectives is the method by which managers and employees jointly set goals work performance and personal development .
- They periodically evaluate the employee’s progress to wards achieving these goals and integrating of individual ,team ,departmental and organizational goals.”

The Five-Step MBO Process





Motivation Programmes for employees

➤ Non Financial Motivation Programmes.

- ☐ Employee Recognition Programmes.
- ☐ Employee Involvement.
- ☐ Employee Participation.
- ☐ Quality Circles.
- ☐ Job Excitement and Job enrichment.
- ☐ Delegation.
- ☐ Empowerment.

➤ Financial Motivation Programmes. (or incentives).

- ☐ Variable Pay.
- ☐ Skill Based Pay.
- ☐ Flexible Benefits.

What would you do?

1. You on behalf of your company participated in a design competition for the construction of a landmark building of a city. Your design was highly appreciated by your management as well as the authorities and declared the winner. Your company rewarded you with a bonus for your outstanding job and assigned a team to help you in the execution stage. However, for reasons beyond your control, the project was never executed. Will you remain motivated to work further?



What would you do?

2. You have been working for a Leading company for nearly a decade. The company has recently promoted you to lead one of the verticals for your outstanding contribution over the years and believe in your leadership skills. However, over a period of time you learn about the unethical practices being followed by your organization and higher management. Will you remain motivated to work further?



HUMAN REASONS TO WORK

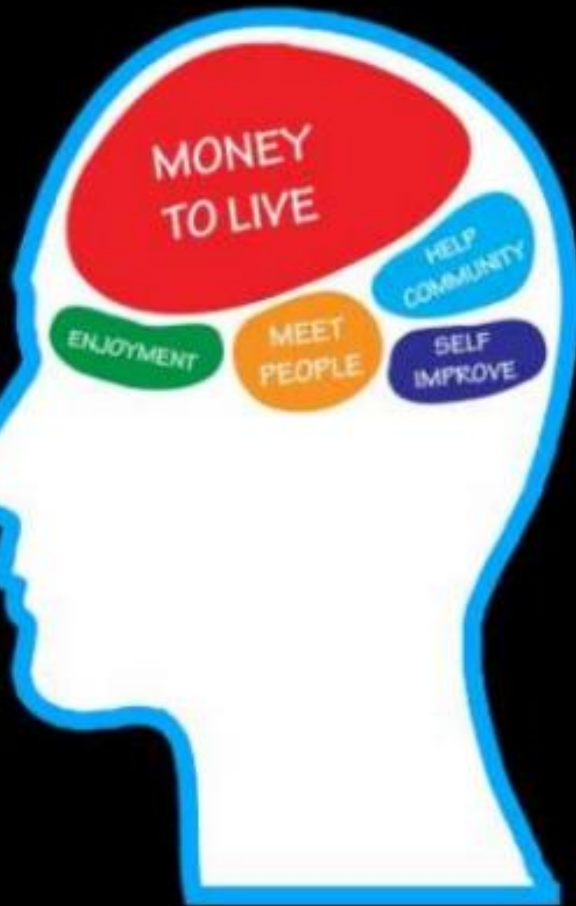
OUR CURRENT
MONETARY SYSTEM



MONEY NO
LONGER REQUIRED



A 'FREE WORLD'
RESOURCE-BASED ECONOMY



What kept them going???



What kept them going???

Passion to serve the humanity and
passion for the game.

Closing Case - I

THE MANAGER'S MEMO

From : R. Prince, Manager, Word Processing Center

To : E. Switzer-Greer, Manager, Personnel Department

Re: Department Policies

Unfortunately, some members of my staff are less than conscientious when it comes to arriving on time in the morning and after their lunch break. In addition, some of the word-processing staff are not very motivated to do their best.

I think that the most effective way to reduce this problem would be a clear, simple, understandable policy to motivate the employees. I have developed the following guidelines for punctuality and output :

- All employees are to be punctual. At 8.30, which is starting time, I will patrol the word-processing department and make a note of anyone who is late. Anyone who is late three times will be laid off.
- All employees are to let me know when they go to lunch. They must be back at their desks within one hour. Anyone who is late three times will be laid off.

- Based on five years experience with this department, a reasonable quantity of work is 15 pages a day of original typing or 30 pages of revisions. Employee's annual raises will be based on whether they exceed, meet or fall below this level of output.
- Raises will be computed as follows : An employee who exceeds the standard level will receive a 6 percent raise. An employee who meets the standard level will receive a 3 percent raise. An employee who falls below the standard level will receive no raise for the year.

I believe this four-point policy is easy to remember and understand. Please let me know whether you think the policy will be effective in motivating employees to be on time and to work diligently while they are here. Also, I'm interested in seeing any suggestions you have for improving this policy.

QUESTIONS

Assume you are the manager of the personnel department, write a response to this memo. To support your position, refer to the motivation theories described in the chapter. In phrasing your response, keep in mind that you can benefit by reinforcing certain behaviours of the word-processing manager (such as seeking good policies and consulting you).²⁵



Memo Sample Solution:- The managers Memo

- **From :R .Prince ,Manager ,word Processing Center.**
- **To: E.Switzer-Greer, Manager ,Personnel Department.**
- **Re: Department Policies**

- Unfortunately, some members of my staff are less than conscientious when it comes to arriving on time in the morning and after their lunch break-In addition, some of the word-processing staff are not very motivated to do their best.
- I think that the most effective way to reduce this problem would be clear ,simple understandable policy to motivate the employees.

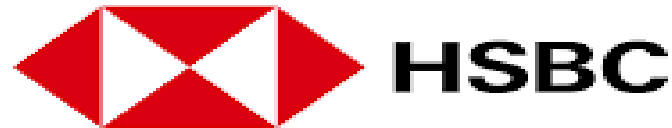
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Application and Implementation of Motivational Theories in Corporates :





102 OB: Unit 3

Part1: Group Dynamics

Part2: Team Dynamics

Part3: Leadership

Facilitator : Prof.Dr.Rachana Shikhare

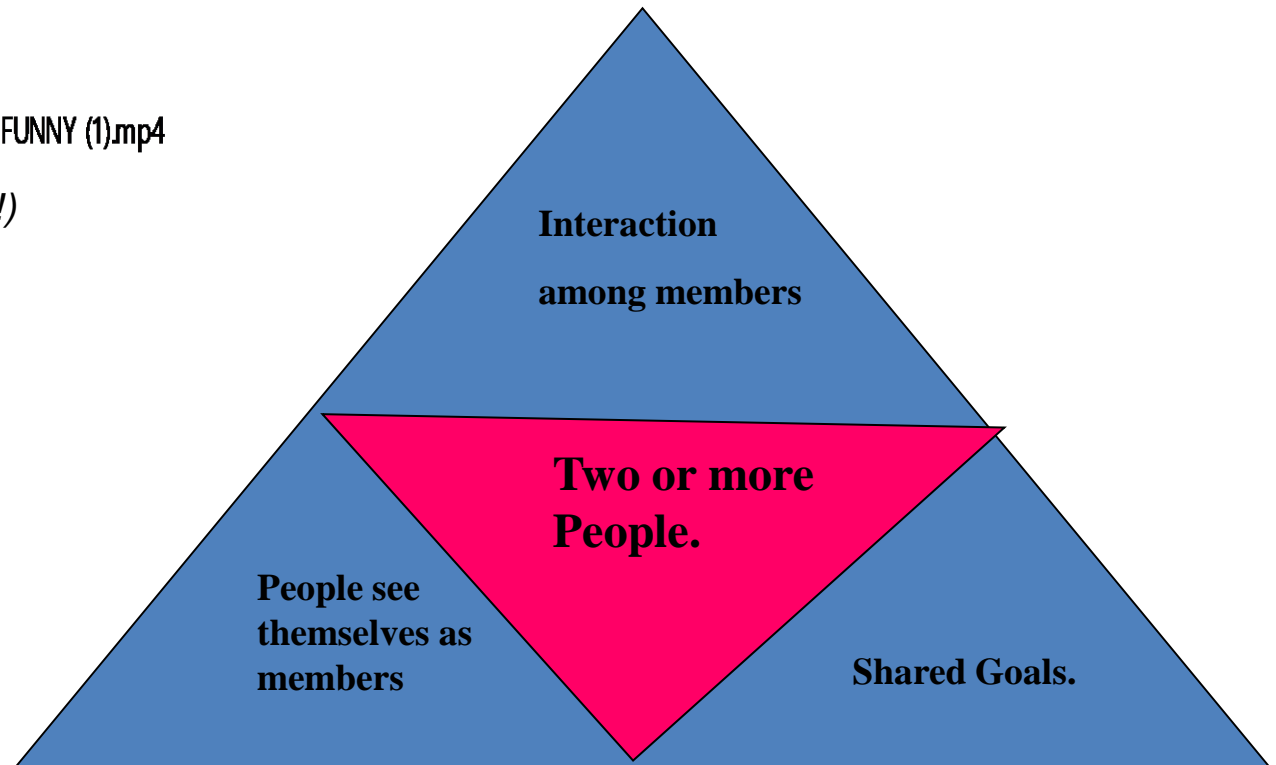
Groups : Definition & Nature

- **“A collection of two or more interacting individuals with a stable pattern of relationships between them, who share common goals and who perceive themselves as being a group”.**

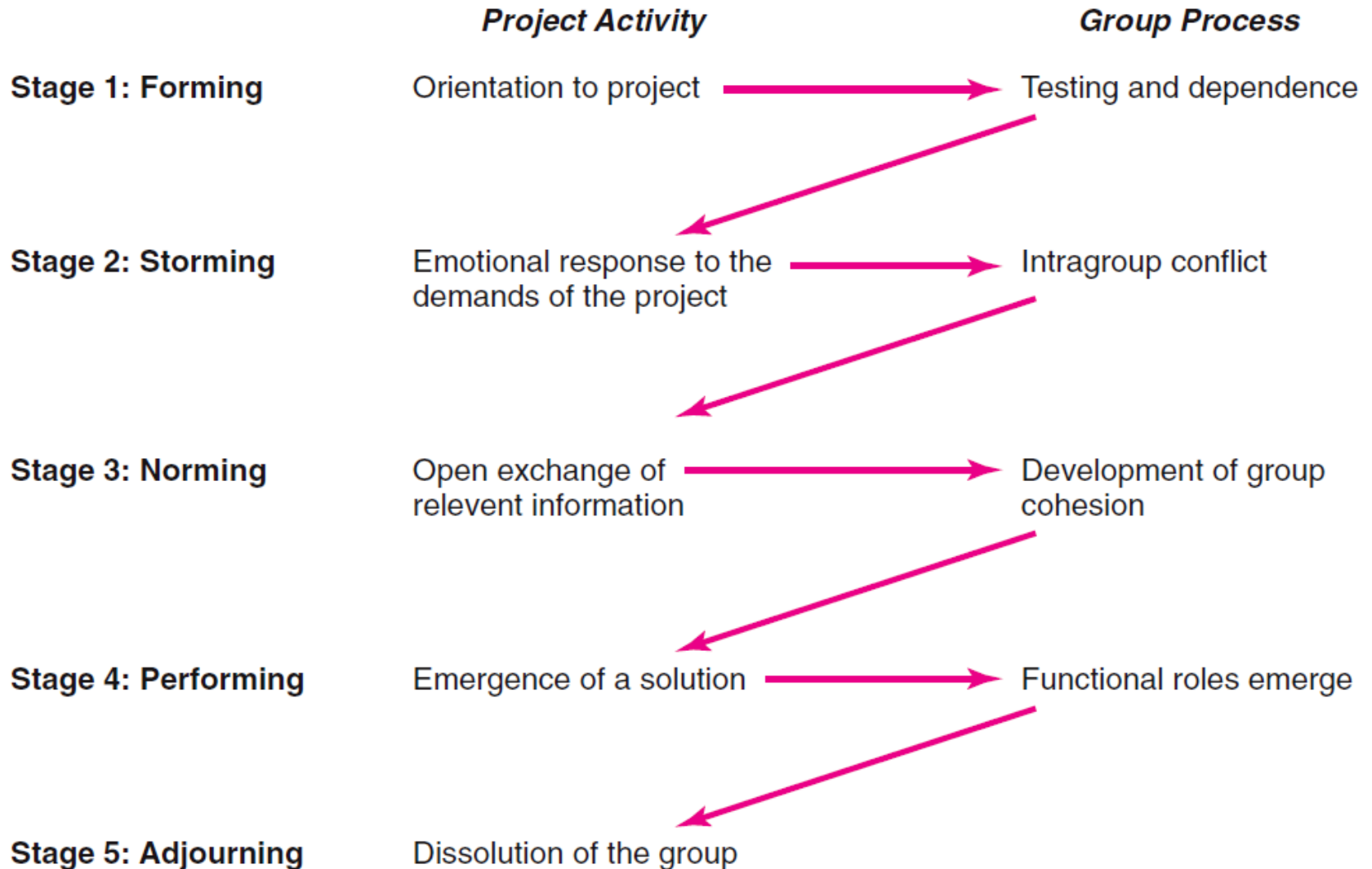


Team work pays off - cool examples - VERY FUNNY (1).mp4

(2 mins vdo of funny examples !)



The Five-Stage Group Development Model (Bruce Tuckman's Model)





TEAMS

- A team is a small number of people with complementary **(matching)** skills who are committed to a common purpose, common performance goals, and an approach for which they hold themselves mutually accountable.

Three Components of Good Team Building

- Size: Is Bigger Better?
- Tasks: Depending on the Other Guy
- Roles: Performance Expectations

All of these components are essential to building a productive, successful team.

Team Development

Stages

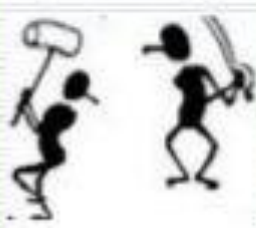
Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other view points.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.





What Makes Workplace Teams Effective?

- Innovative ideas
- Accomplishment of goals
- Adaptability to change
- High person/team commitment
- Being rated highly by upper management



Conditions Favoring Development of High Performance Project Teams

- **Ten or fewer team members**
- **Voluntary team membership**
- **Continuous service on the team**
- **Full-time assignment to the team**
- **An organization culture of cooperation and trust**
- **Members report only to the project manager**
- **All relevant functional areas are represented on the team**
- **The project has a compelling objective**
- **Members are in speaking distance of each other**

Team vs. Groups

- **Groups**

- 1) Work performance depends on the work of individual member.
- 2) Group members do not take responsibility for any results other than their own.
- 3) Group members may share a common goal.
- 4) Groups are responsive to demands regularly placed on them by management

- **Teams**

- 1) The performance however ,depends on both individual contribution and collective efforts of team members working in concert.
- 2) Team concentrate both on individual and mutual accountability.
- 3) Team members share a common commitment to purpose.
- 4) Teams are self managing and are autonomous.

Post Tangram Activity Retrospection: Recall



WHAT WE FEEL WE HAVE LEARNED FROM WORKING IN A GROUP

- 1 We learned empathy , challenges of working in group & communication barriers!
- 2 'We found that we had to be prepared to make certain sacrifices and adopted a democratic decision process. However, if an individual felt very strongly about a specific point and persisted with a valid argument then this had to be included.'
- 3 'We often felt frustrated.'
- 4 It was time consuming yet fun n lots of learning !
- 5 'We learned that it is good to pool resources because this increased the overall standard of the piece of work. We feel this was only because we all set high personal standards and expected these from our fellow group members. We learned that it is possible to work in other less productive groups where individual levels of achievement may decrease.'
- 6 'We learned that it is better to work in a smaller and not a larger group, as there is a tendency for individual ideas to be diluted.'
- 7 'Groups formed on the basis of friendship are not as effective as groups formed with work as the major influence. The former tend to be unproductive.'
- 8 'We found that it was good to get positive response, encouragement and feedback from team members. Likewise, it was demotivating to receive a negative response.'
- 9 'We learned a lot about our individual personalities.'
- 10 'We benefited from sharing personal experiences
- 11 'It is important to separate work and personal relationships.'

Unsolicited commentary from students after completing a group-based assignment

Leadership : Meaning & Importance

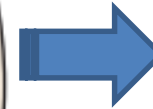
Definition: “Leadership is the art of motivating a group of people to act towards achieving a common goal.

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Importance :

- Determination of Goals.
- Organization of Activities.
- Providing Guidance.
- Motivating Employees.
- Creating Confidence.
- Building Morale.
- Facilitating Change

What is LEADERSHIP ?



Margerison 'Team Wheel'

Source: Charles J Margerison, *Team Leadership: A guide to success with Team Management Systems*, Thomson (2002), p. 8.

- Aspects of teamwork in every organization; these are major skills necessary in every business and team that can improve work contribution.

Leadership : Styles/Types

Leadership styles refers to a leader's behaviour.

Leadership styles are the pattern of behaviour which a leader adopts in influencing the behaviour of his followers in the organisational context.

#Types of Leadership styles:

- **Autocratic**
- **Participative (Democratic)**
- **Laissez-Faire (Free-rein)**
- **Transactional**
- **Transformational**

Leadership : Traits

- ☐ Honesty and Integrity.
- ☐ Communication skills.
- ☐ A willingness to delegate and empower.
- ☐ Commitment and Passion.
- ☐ Confidence.
- ☐ Perseverance.

Managers V/s Leaders

Manager	Leader
<ol style="list-style-type: none"> 1. Involves coping with complexity 2. Administrator 3. He maintains things 4. He controls people 5. It is a short term view 6. He asks who and when 7. Managers initiate things 8. He accepts the status quo 9. Managers do things right. 	<ol style="list-style-type: none"> 1. Involves coping with change 2. Innovator 3. He develops things 4. He inspires people 5. Leader will have long term view 6. He asks what and why 7. Hw originates things 8. He challenges status quo 9. Leaders do right things

Theories of Leadership:

1. Great man theory
2. Traits theory
3. Mc. Gregor's X and Y theory
4. Contingency approach of leadership
5. Behavioral theory of leadership
6. Situational theory of leadership
7. Transactional leadership
8. Transformational leadership

Case Study 1 : Cool Products Company : Model Solution

- Assumptions: You may consider wearing different Hats(roles given in the case story while solving the cases! It will add value & give varied perspective to the alternate solutions.
- (Refer: HandOut)
- CASE Relates to Leadership Styles (/Motivation / Culture/Stress)

Case Facts :–

- ▶ Cool Products, company dealing in production & distribution of packed condiments in the state of M.P
- ▶ Company is a Market Leader in the state of M.P
- ▶ Company decided to expand the business in the state of Rajasthan
- ▶ They have identified Kota as a place for establishing production unit for which they have two tenable post by marketing or production manager since the job involves the skill of both.

Case Study 1 : Cool Products Company

- There are two profiles of managers for the post of GM of the unit:–
 - MR. Varun Tyagi (Production Manager)
 - Mr. Avinash Kale (Marketing Manager)
 - As the consultant, we have to choose one of them for the post of GM.
-
- | | |
|---|---|
| <ul style="list-style-type: none">➤ Mr. Varun Tyagi is a mechanical engineer➤ He has 10 years work experience in Food Preservation Industry➤ Qualities– hardworking, sincere, honest, dependable manager, foresighted, technically sound, pleasant personality, can handle employee grievances, provides employees satisfaction, goes by rule of law when in difficulty, good reputation in industry. | <ul style="list-style-type: none">➤ Mr. Avinash Kale has done MBA from IMS(Nagpur)➤ His performance in academics were excellent➤ Qualities– Calculative (as thinks ten times before taking any decisions), evaluates the pros & cons of the issue at hand before proceeding further, hard task master, obedient, maintains distance from workers, Task oriented leader, good communication skills, considered to be a Management Man. |
|---|---|

Answer 1

- ▶ Leadership Style refers to the behaviour pattern adopted by a leader to influence the behaviour of his subordinates for attaining the organisational goals.

As per the above case abstract, in the light of various theories of leadership Mr. Varun possesses **Consultative Participative Leadership Style**.

Answer 2

- ▶ **Leadership Style of Mr. Avinash kale:–**
Mr. Avinash is carrying Task Management Leadership Style as he is considered as Task Oriented Leader.
- ▶ **Strength of Mr. Avinash Personality:–**
 - ▶ Adaptable to Situations
 - ▶ Ambitious & Achievement Oriented
 - ▶ Good Communication Skills
 - ▶ Decisive
 - ▶ Intellectual Ability & Excellence in Academics
 - ▶ Self confident & Energetic

Answer 3

- ▶ As a Consultant, If I would be given a chance to meet them I would surely meet them once before taking a decision as face to face interaction gives you an **Outright View** of a person.

Answer 4

- ▶ As a consultant, I would choose Mr. Varun as the GM of Cool Products, Kota due to following **reasons**:–
 - ▶ Good Experience
 - ▶ Relevant Knowledge about the task
 - ▶ Foresighted & have basic skills
 - ▶ Presence of sense of empathy & Objectivity
 - ▶ Supportive & Helpful behaviour traits

Case Study 1 : Cool Products Company

Case Learning:–

- ▶ Leadership is the activity of influencing people to strive willingly for group objectives.
- ▶ A Leader is one who guides & directs other people.
- ▶ Theories of Leadership reveals Research done by behavioural Scientists to find out what makes a leader effective.
- ▶ Leadership style is the way the leader influences his/her followers.



End of Unit 3

...Next Session : Unit 4 Conflict Management

Unit 5 : Stress Management

THANKS !

Conflict Management

Unit 4 : Part1 & 2

Part 1 : Conflict Management

Part 2 : Organizational Culture

Refer the Handouts provided as supportive study material complimenting these ppts and notes .



Conflict Management

- Definition and Meaning
- Sources of Conflict
- Types of Conflict
- Conflict Management Approaches



Nature Of conflict

- Collision or disagreement
- Within an individual
- Between two individuals
- Between two groups



Definition Chung and Megginson

- **“The struggle between incompatible or opposing needs,wishes,ideas,interests,or people.**
- **Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactory”**

Traditional and current Views of Conflict

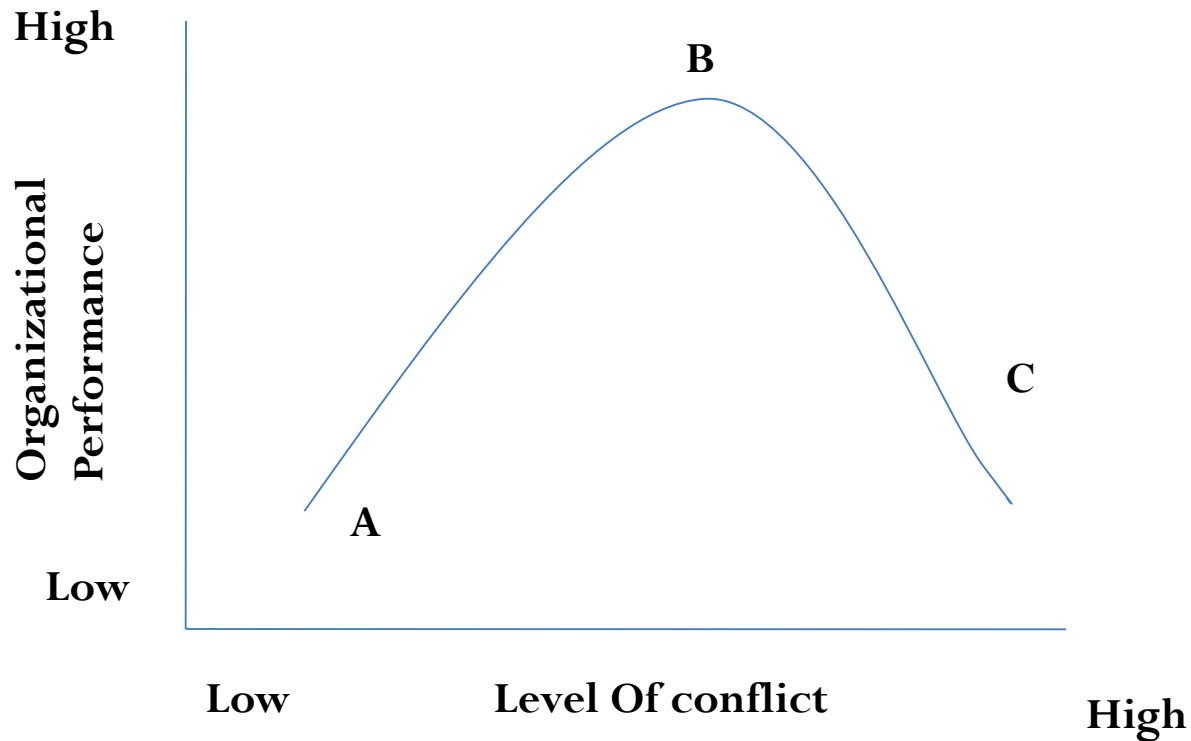
Traditional View

- 1) Conflict is avoidable.
- 2) Conflict is caused by Management error in designing organization or by trouble makers.
- 3) Conflict disrupts the organization and prevents optimal performance.
- 4) The task of the management is to eliminate conflict.
- 5) Optimal organizational performance requires the removal of conflict

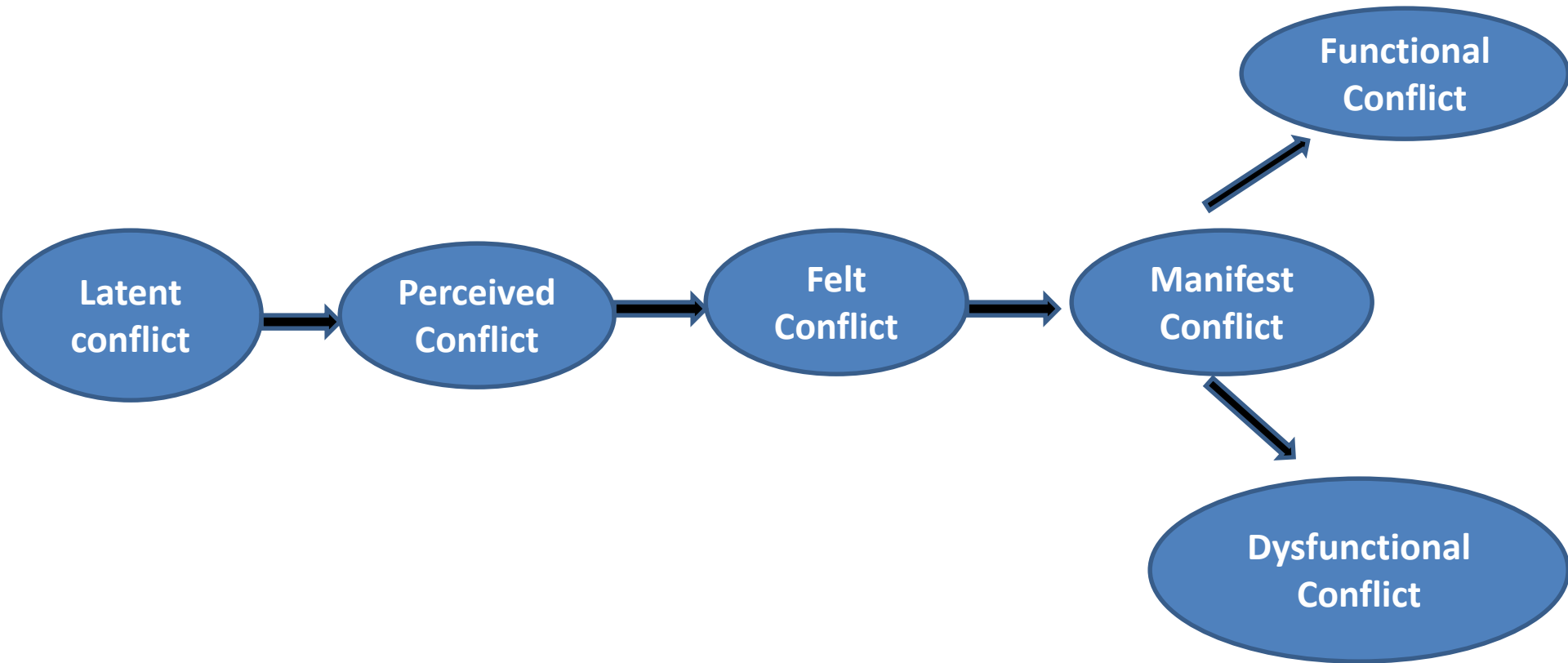
Current view

- 1) Conflict is inevitable.
- 2) Conflict arises from many causes, including organizational structure, unavoidable differences in goals, differences in perceptions and values of specialized personnel and so on.
- 3) Conflict contributes and detracts from organizational performance in varying degrees.
- 4) The task of the management is to manage the level of conflict and its resolution for optimal organizational performance.
- 5) Optimal organizational performance requires a moderate level of conflict

Relation Between Organizational Performance and conflict



The process Of conflict





GOAL CONFLICT

1. Approach-approach conflict.
2. Approach-avoidance Conflict
3. Avoidance-avoidance Conflict
4. Multiple Approach-avoidance Conflict.



Inter-personal Conflict

- **Transactional analysis.** (we have already seen in Unit 1)
- **Johari window.** (we have already seen in Unit 1)

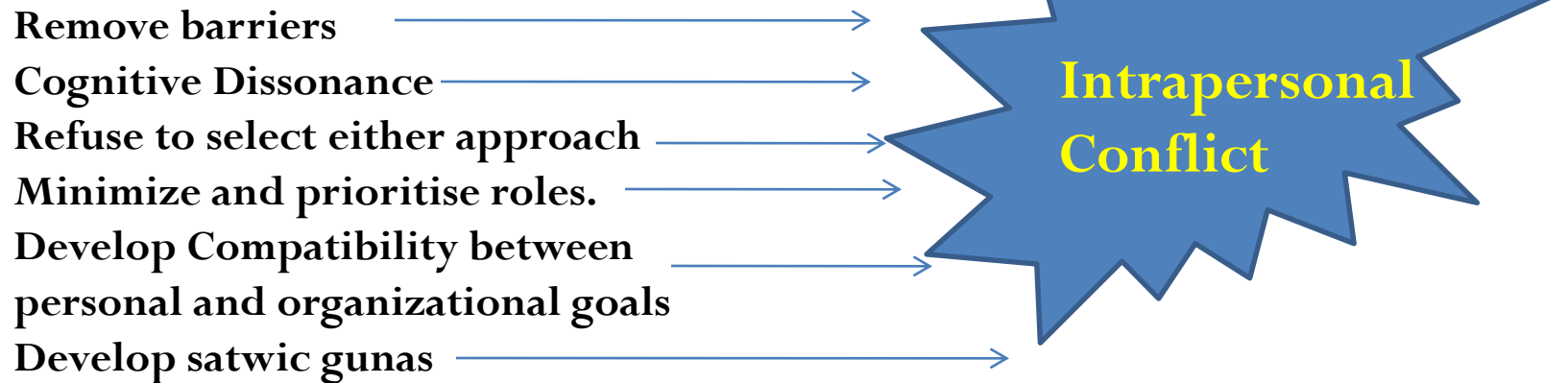
Intra-group Conflict

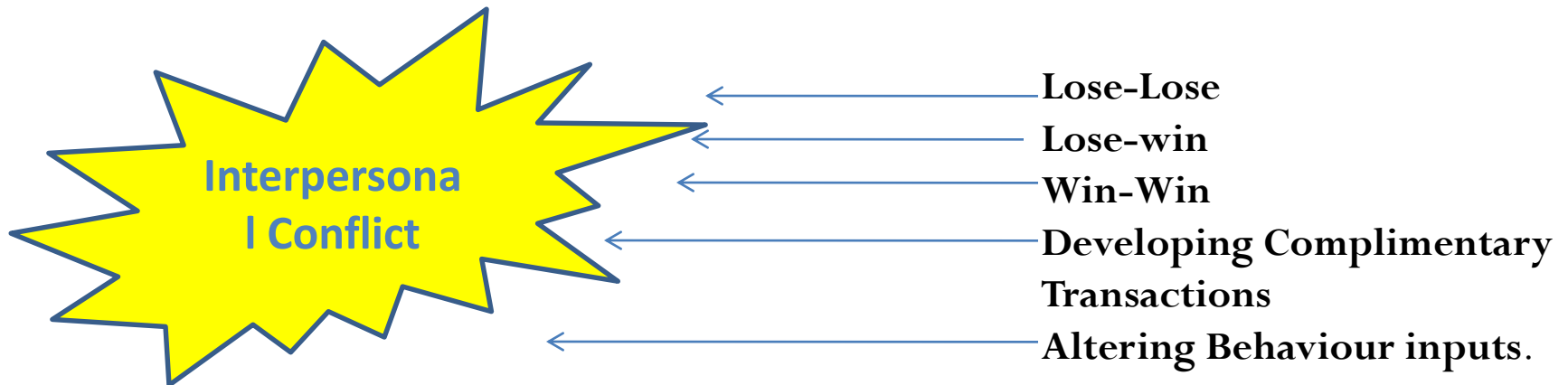
- **Intergroup conflict refers to disputes among some or all of group's members, which often affect the group's performance .**

Inter-group Conflict

- **(i) Task Inter-dependence.**
- **(ii) Task Ambiguity.**
- **(iii) Goal Incompatibility**
- **(iv) Competition for Limited Resources**
- **(v) Competitive Reward System**
- **(vi) Line and staff.**
- **(vii) Intra-personal and inter-personal conflict**

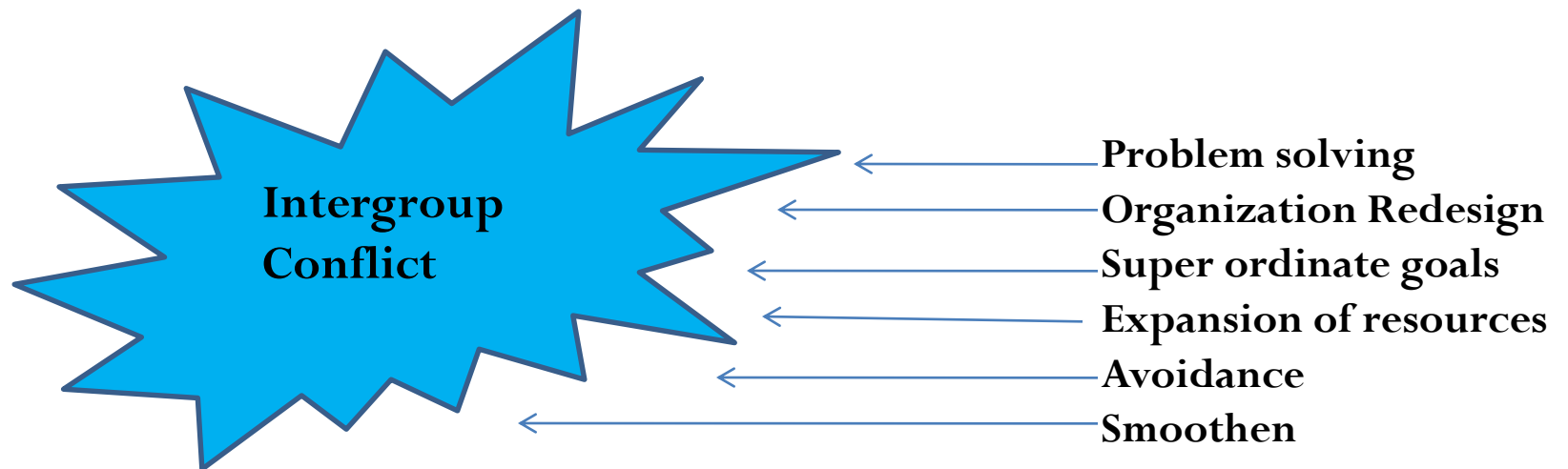
Conflict Resolution





Releasing that divided they
stand united they fall







Strategies for resolving Inter-personal Conflict

❖ Resolving Intra-Personal Conflict.

❖ Resolving Interpersonal Conflict

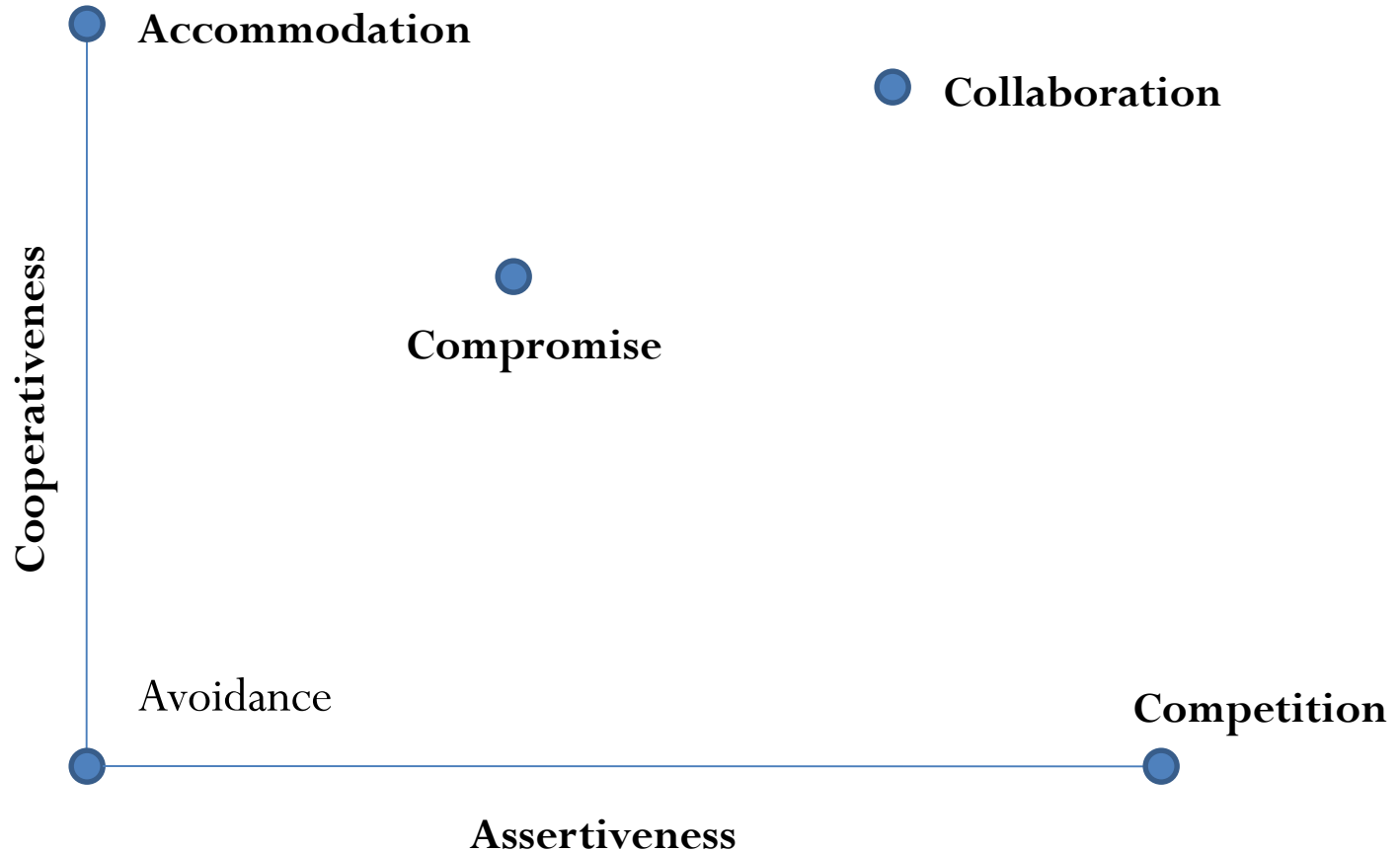
- Lose-Lose
- Win-lose
- Win-Win
- Transactional Analysis
- Altering the behavioural Inputs.



- **Resolving Intragroup Conflict**

- **Resolving Inter-Group Conflict**
- **Problem Solving**
- **Organization Redesign**
- **Super ordinate Goals**
- **Expansion Resources**
- **Avoidance**
- **Smoothen**
- **Resolving Line and staff conflict**

Conflict Management style





Unit 4: Part 2 : Organizational Culture

- Meaning and Nature of Organization Culture
- Origin of Organization Culture
- Functions of Organization Culture
- Types of Culture
- Creating and Maintaining Organization Culture
- Managing Cultural Diversity.



What Is change

- Hiring a new employee - **Changing the work group**
- Purchasing a new piece of equipment - **Changing work methods**
- Rearranging work station - **Changing work flows**

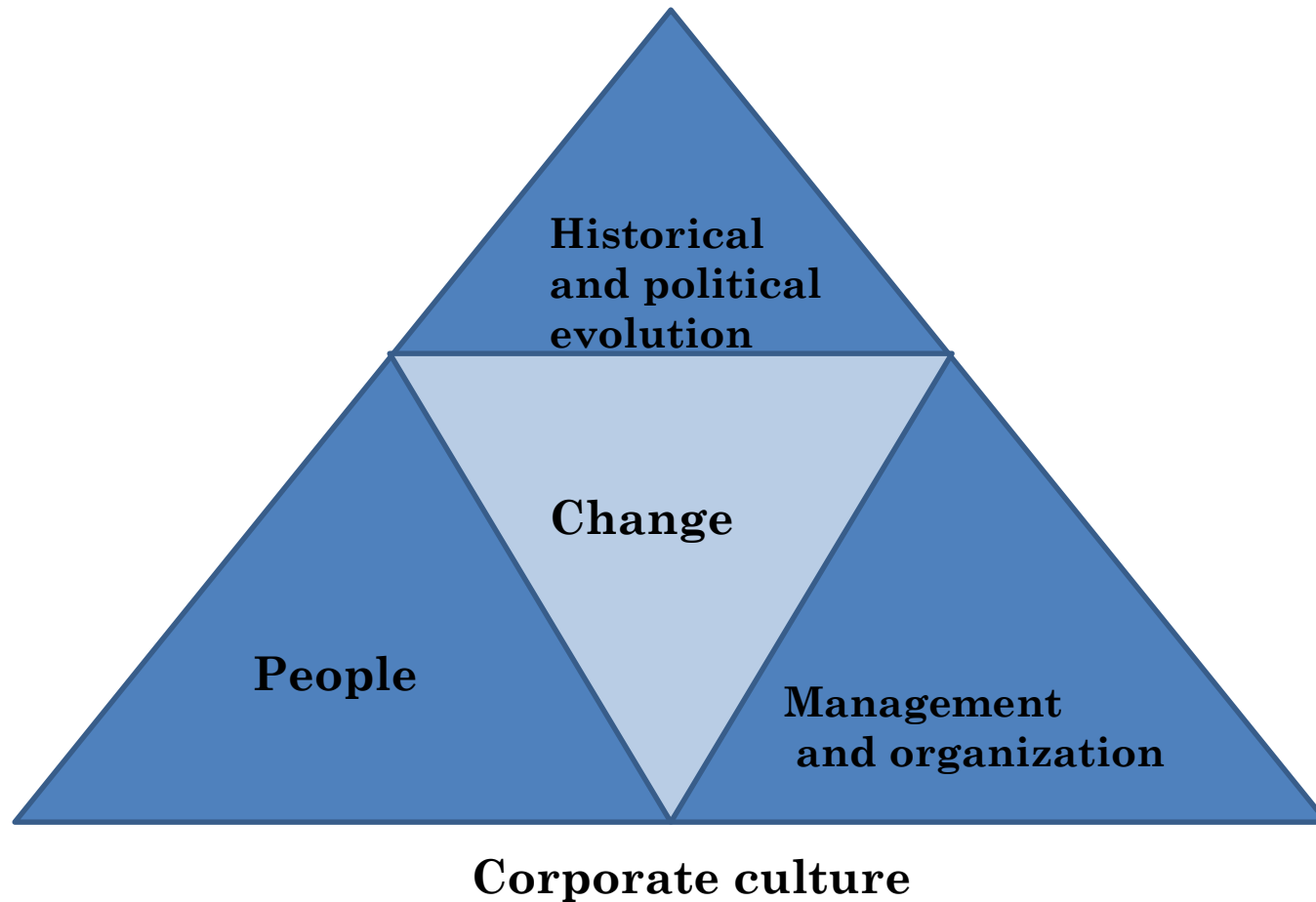
Definition of change“Organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness.”



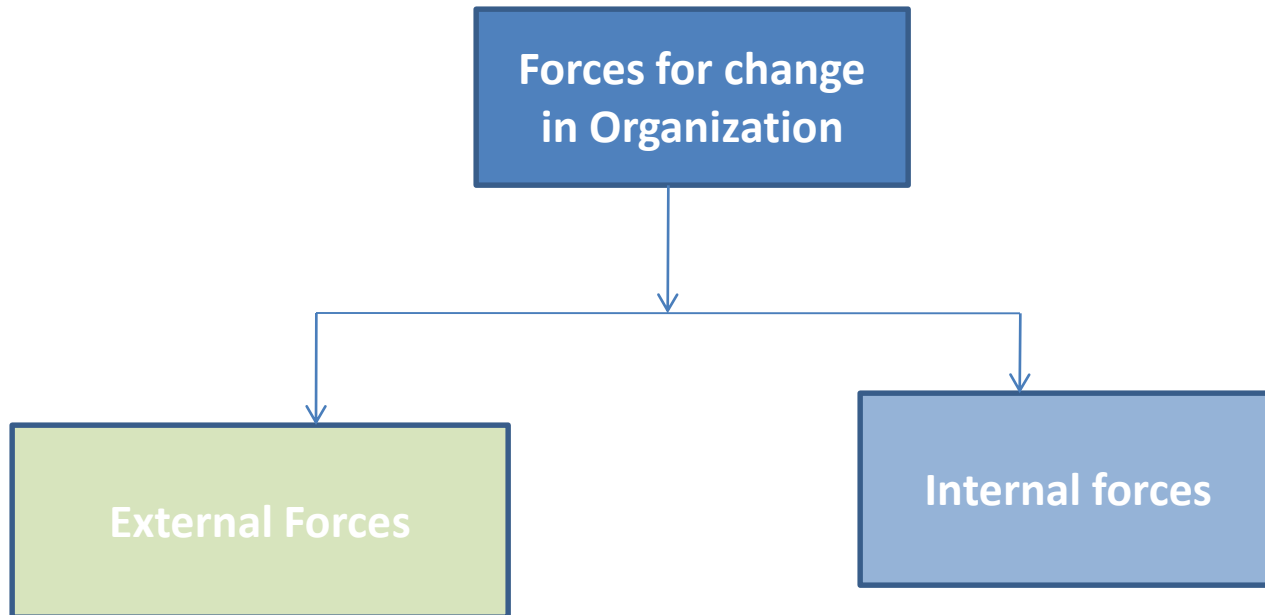
Nature of change

- Vital if a company were to avoid stagnation.
- A process and not an event
- Normal and constant
- Fast and is likely to increase further in the present competitive business.
- Is natural ,that is evolutionary or adaptive ,that is a reaction to external circumstances and pressures.
- Is incremental

Take into account



Forces for change in Organization





External forces

- ❖ Technological changes.
- ❖ Globalization.
- ❖ Social and political changes.
- ❖ Workforce diversity.
- ❖ Managing ethical Behaviour.



Internal forces

- ❖ Changes in managerial Personnel
- ❖ Declining Effectiveness
- ❖ Changes in work climate
- ❖ Deficiencies in the existing system
- ❖ Crisis
- ❖ Employee expectations.



Forms of Change

- Planned Change.
- Unplanned change.

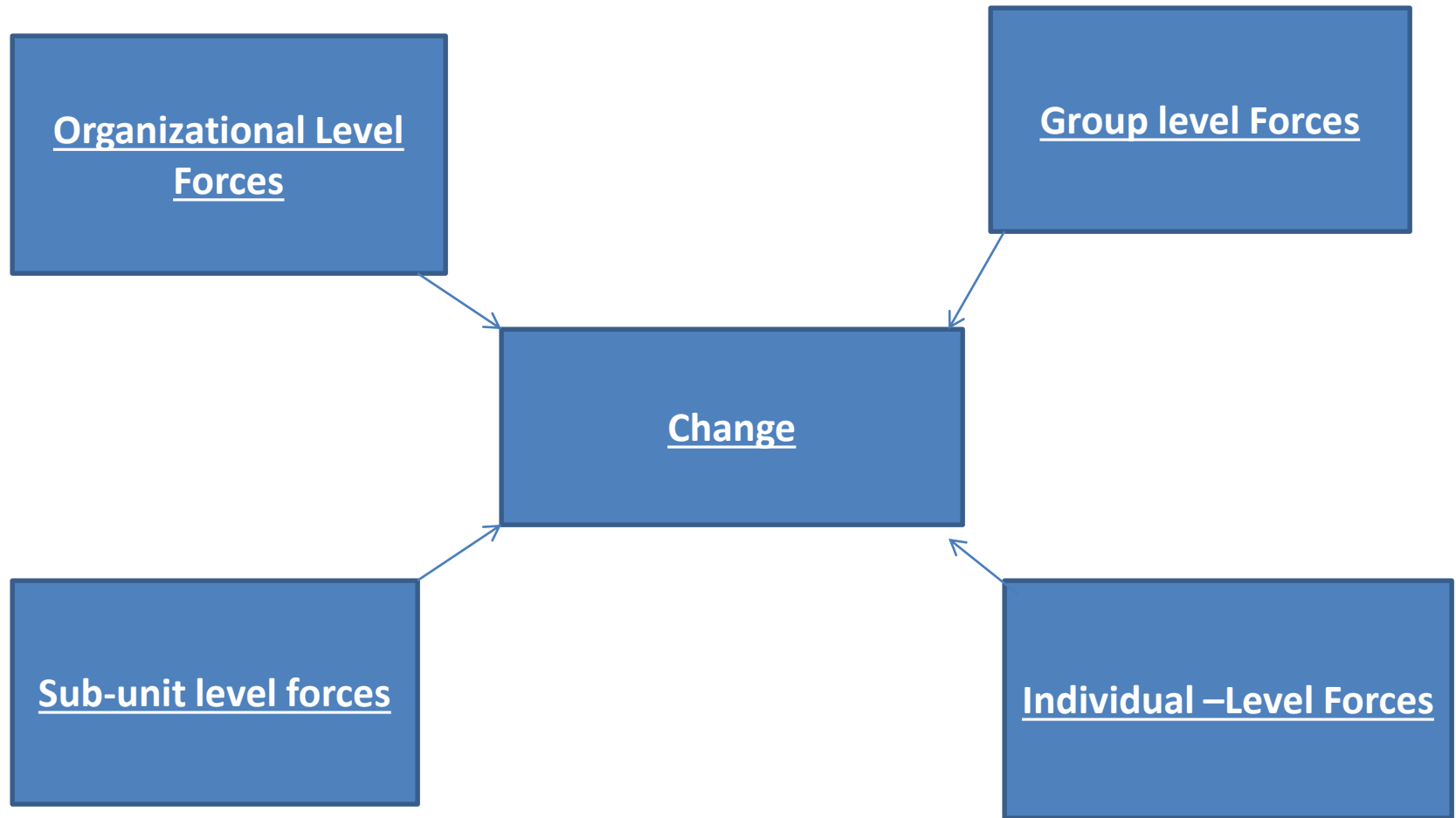


Resistance to Change

- 1) Organization –Level resistance to change.
- 2)Sub-unit –level Resistance to change.
- 3)Group-level Obstacles to change.
- 4) Individual –level Resistance to change.



1) Organization –Level resistance to change.



Organizational Level Forces

- Organizational Structure
- Organizational Culture
- Organizational strategy
- Over determination

Sub-unit level forces

- Differences in subunit level orientation
- Power and conflict

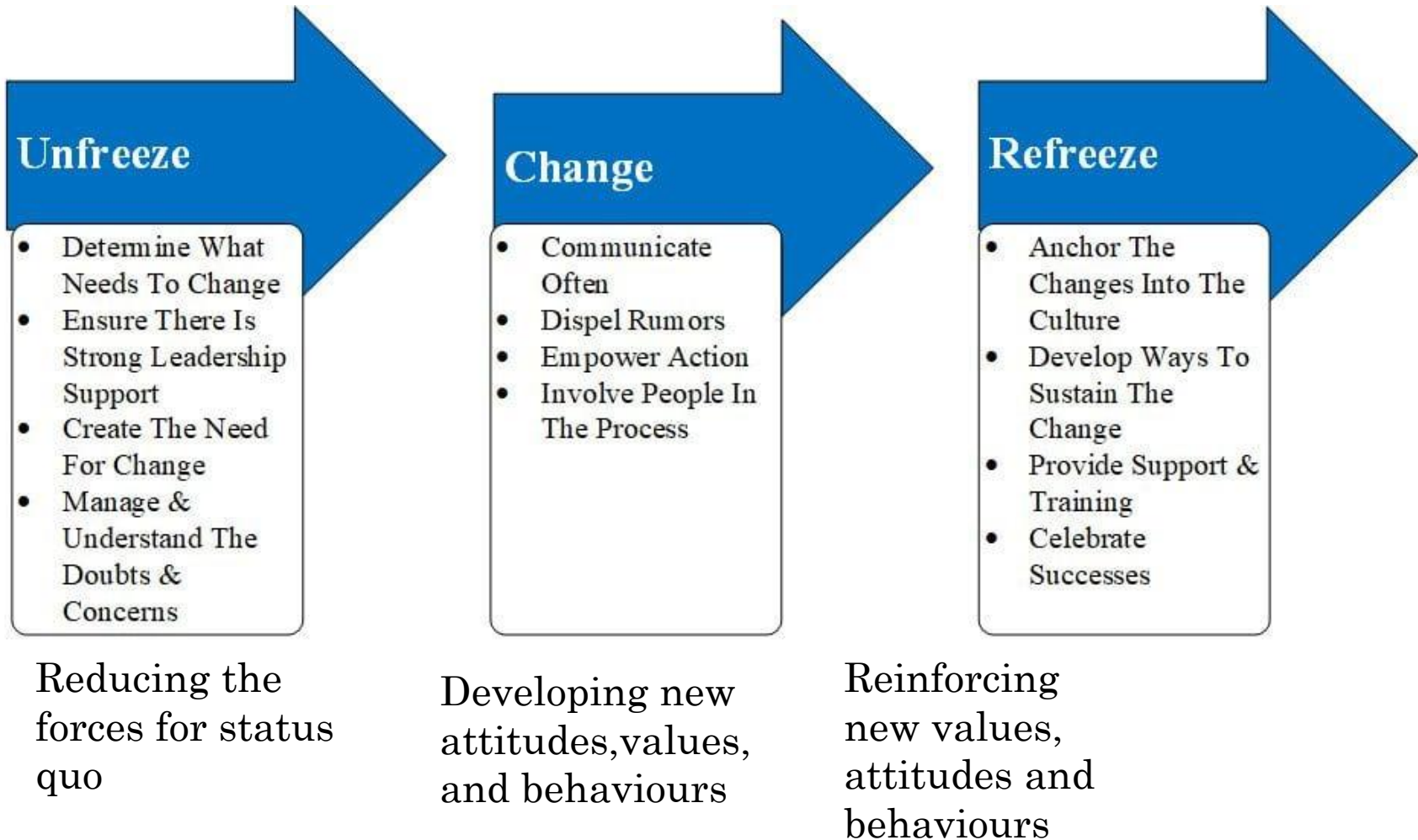
Group level Forces

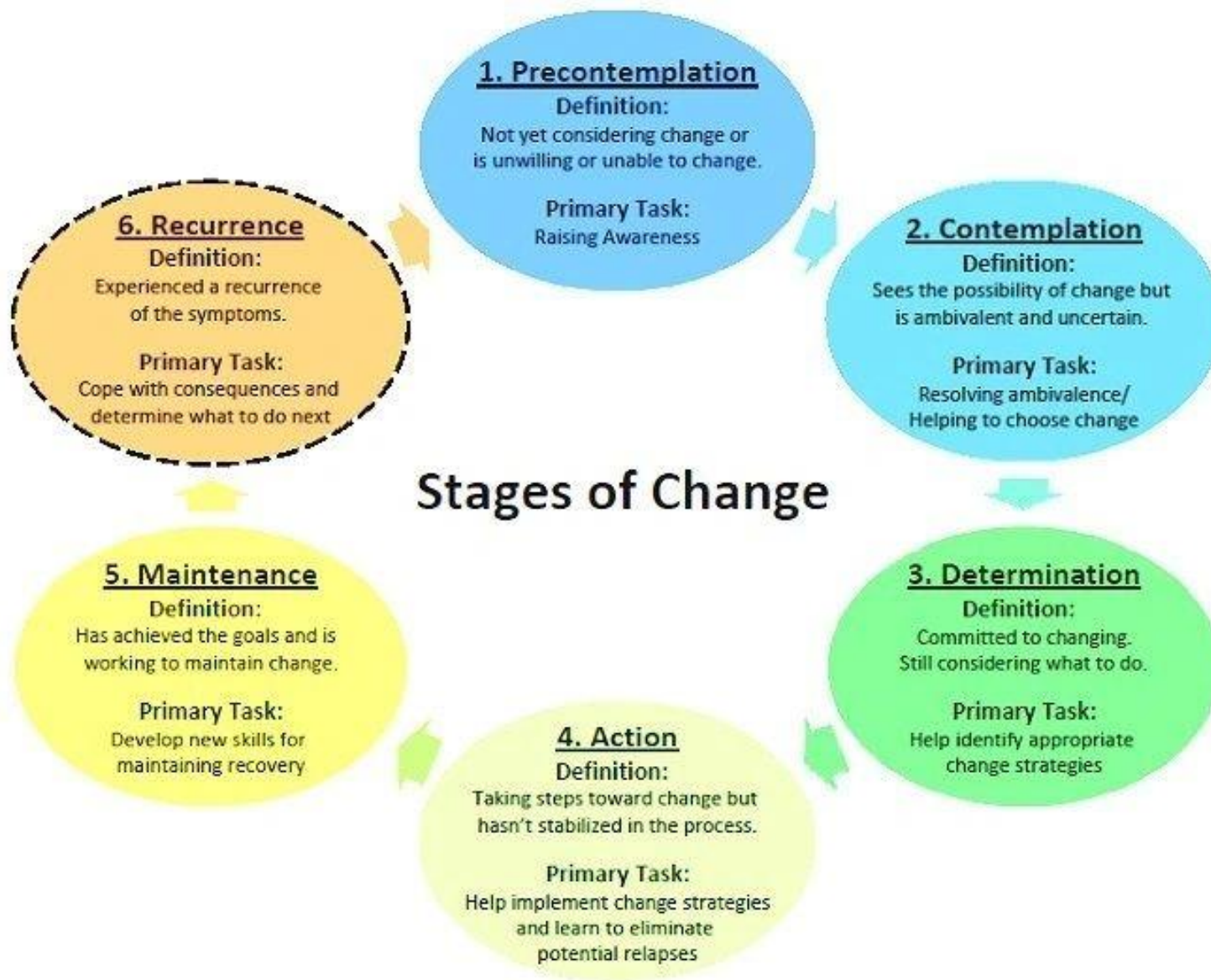
- Group Norms
- Group Cohesiveness
- Group think.

Individual –Level Forces

- Cognitive biases
- Uncertainty
- Fear of loss
- Selective Perception.
- Habit
- Logical reasons.

Lewin's Change Model







Learning -Unlearning

- The change must be relatively permanent.
- This change must occur due to some kind of experience or practice.



Definition of learning

- Stephen Robbins ;

“ Learning is nay relatively permanent change in behaviour that occurs a s a result of experience”

MuunN.L;

“Learning is the process of having one’s behaviour modified ,more or less permanently , by what he does and the consequences of his action ,or by what he observes”



Components of Learning

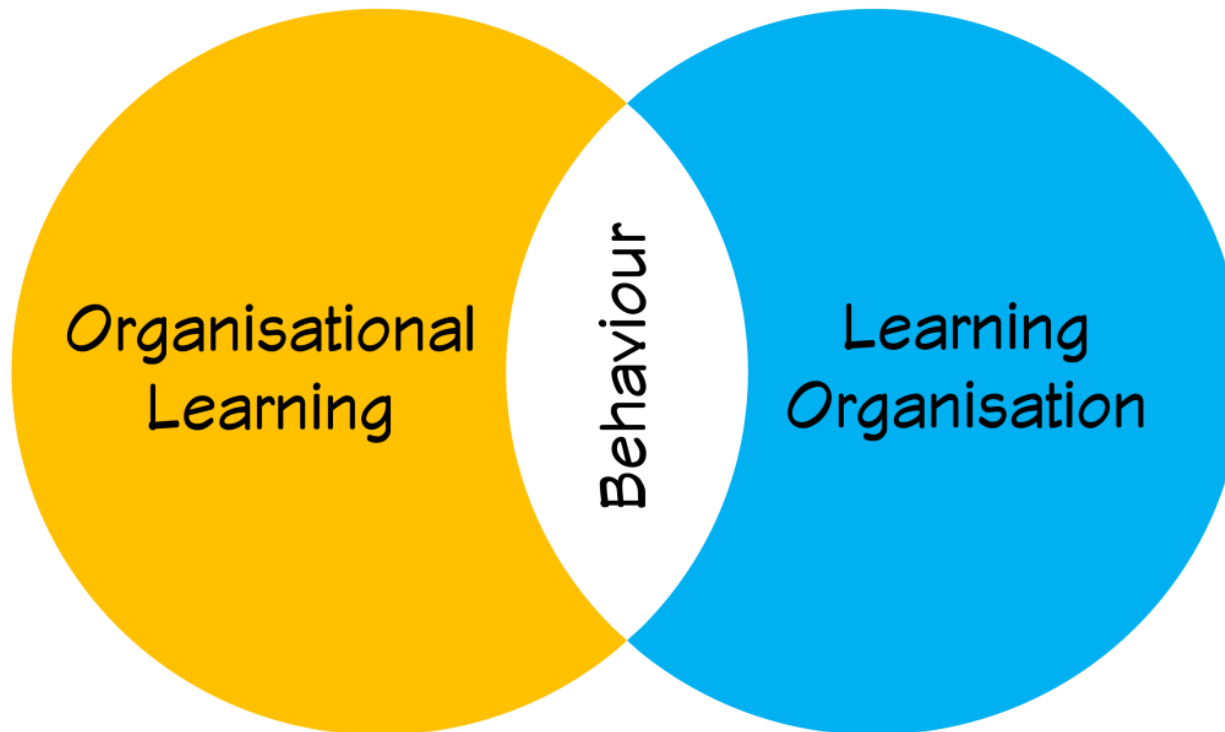
1. Learning involves change.
2. Relatively permanent.
3. Change acquired by experience is considered learning.
4. Some experience is required for learning.
5. Learning is not confined to our schooling.



Determinants of Learning

- Motive
- Stimuli
- Generalization
- Discrimination
- Responses
- Reinforcements
- Retention.

LEARNING ORGANIZATIONS





Organisational Culture

- It is the shared experiences that organisational members hold in common, that merge into a whole pattern of beliefs, values and rituals that become the “essence” of an organisational culture.
- The collective programming of the mind that distinguishes the members of one organisation from others.



Importance of Organisational Culture

- Culture provides a sense of identity
- Culture helps to create a commitment to the vision and the mission of the organisation.
- Culture clarifies and reinforces standards of behaviour
- Culture goes a long way in promoting healthy competition at the workplace.
- Culture creates the brand image of the organisation.
- The work culture unites the employees
- Culture extracts the best out of each employee



Types of Culture

- Hierarchy Culture
- Market Culture
- Clan Culture
- Adhocracy Culture



Types of Culture

- Strong vs. Weak Culture
- Soft vs. Hard Culture
- Formal vs. Informal Culture



Factors influencing formal organisational culture

- Organisational Chart
 - The Grapevine
 - Office Politics
 - Balance
-
- ❖ The three preeminent dimensions of workplace spirituality are :
 - ✓ meaningful work,
 - ✓ the sense of community,
 - ✓ and inner life connection.



Creating Positive Organisational Culture

- A positive workplace culture leads to increased productivity, better employee morale and the ability to retain skilled workers.
- Open communication culture
- Empowering employees
- Employees involvement in strategic decisions
- Participative leadership style
- Core values



Workplace Spirituality

- Spirituality at work is about leaders and followers who understand themselves as spiritual beings who have a sense of calling that provides meaning and purpose for their lives.
- Employees experience a sense of belonging, connectedness to one another and their workplace community.



How one can improve Spirituality ?

Its immaterial of Caste or Religion ..its beyond it !!!!

- Volunteer or help others. ...
- Practice yoga. ...
- Meditate. ...
- Keep a journal. ...
- Spend time in nature. ...
- Focus on your hobbies. ...
- Connect with your faith community. ...
- Speak with a chaplain/priest/Mentor or someone you trust.

❖ ***Spiritual strength can help you overcome hardships.***



Pre-requisites of Workplace Spirituality

- Employee assistance programmes
- Programme that integrate work/family
- Servant leadership
- Stewardship
- Diversity programmes that creates inclusive cultures
- Integration of core values and core business decisions and practices
- Leadership practices that support the growth and development of all employees.



WORKPLACE SPIRITUALITY IN INDIAN ORGANISATIONS

Read the Research paper & lets discuss

- <https://core.ac.uk/download/pdf/144734559.pdf>

WORKPLACE SPIRITUALITY

Tips for Workplace Spirituality



Opening Case:- “A Dark Day”

- **19th November, 1997** ,Should go down in the history of corporate India as a dark Day. On this Fateful day an executive of just 31 year old jumped to death from seventh floor of a huge building in Mumbai. His body was shattered into pieces, leaving his wife wrecked, daughter orphaned and parents ,for whom the deceased was the only child, shocked with disbelief. Work stress consumed one more brilliant young man.
- Sridhar Reddy an M.Tech and MBA (XLRI); Was topper all through and a successful executive in a prestigious group of companies .he was heading the western region and for the company this region was most crucial ,what with more than 50 percent of total revenue and profit being contributed by him and his team.
- Suddenly ,sales started dipping from 1994 and the slide continued during the next three years. Reddy could not be blamed for the fall in sales ,though he struggled hard, but the cheap imports hit the market and caused the slide.
- However ,Srivastav The MD thought otherwise .For him Reddy was the man to be blamed and repeatedly accusing finger was pointed out at the young man in every meeting. “You fellow, you allowed this to happen.” Prestige and survival of the company are at risk”, “You did all this" were the usual blurbs in every encounter. Xavier's (who was all India Marketing Manager) intervention did not help. Infact , Xavier was accused of siding with Reddy.
- Reddy took what all Srivasatv had spoken **personally**. He lost peace of mind, sleep, balance and confidence. Day after day, poor Reddy started sinking, became a psychic case.

Opening Case:- “A Dark Day”

- He even visited psychiatrist. Reddy began to absent himself from office frequently.
This was the time Srivastav and Xavier desired to go to Mumbai and talk to Reddy and pacify him too. On the fateful day, Srivastav flew from Patna to Mumbai and Xavier from Bangalore To Mumbai.
 - The news that Srivastav would arrive at Mumbai was too much for Reddy to bear (he came to the office on the day). He did the most tragic thing.....ended his life.
 - What happened subsequently was more pathetic. The management did not recognize Reddy's wife. Xavier fought and got her a job not in the same firm, but some other company in the same group. Disgusted, Xavier too quit the company.
- ❑ There are hundreds Of Reddy's who of course, did not commit suicide, but are suffering silently and with helplessness. Stress is a contagion, a black plague ,spreading like wildfire and spewing large number of organizational members across the world.
- ❖ Questions:
- Q1) What made Reddy to get in such act?
 - Q2) Being the personal manager what advice would you have given Mr.Reddy.?
 - Q3) Being the CEO of the company what would be your broad strategies to deal with such situation.?

102 OB : Unit 5 Stress Management



Instructor Name : Prof. Dr. Rachana Shikhare



What is Stress ?

❖ Definition

- **“ Stress is an adaptive response to an external situation that results in physical, psychological or behavioral deviations for organizational participants.”**
- **“Stress is a consequence of or a general response to an action or situation that places special physical or psychological demands or both on a person”.**



Understanding Stress

- Stress is an individual's response to a disturbing Factor in the environment .
- Stress can visible itself in both a positive way and a negative way.
- Stress is associated with constraints (**Restrictions**) and demands.
- Stress can vary from temporary to long term period of time depending upon the individuals capability to tolerate stress



What Is not..... Stress

- Stress is not simply anxiety (**worry**) or nervous tension.
- Stress need not always be damaging.
- Stress is not always due to overwork.
- Stress cannot be avoided.
- Body has limited capacity to respond

Difference between pressure & stress

There is a difference between stress and pressure

- It is reasonable to assume that employees are mentally capable of withstanding reasonable pressures at work
- All employees are subjected to periods of pressure at work
- Short periods of pressure are not necessarily of concern and can help us to be motivated, improve concentration and challenge us in a positive way
- Sustained and / or excessive pressure over long periods of time can result in anxiety, depression and poor lifestyle patterns
- This is commonly referred to as stress and can lead to ill health



Types of stress

There are mainly 4 types of stress:

1)Acute Stress

2)Chronic Stress

3)Episodic acute Stress

4)Eustress



Causes of Stress

Feel under lots of pressure.

Face big changes in your life.

Are worried about something.

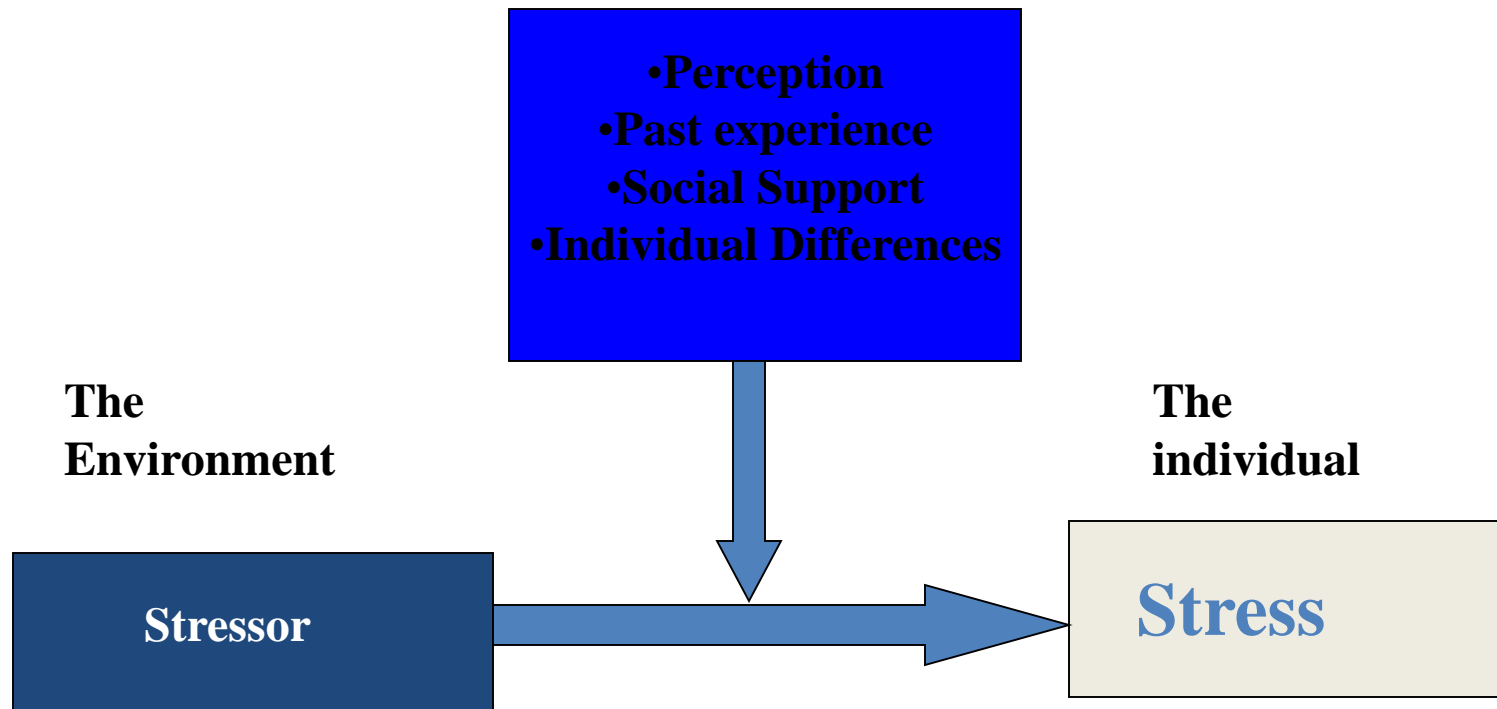
Don't have much or any control over the outcome of a situation.

Have responsibilities that you find overwhelming.

Don't have enough work, activities or change in your life.

Experience discrimination, hate or abuse.

The stress Experience



Factors causing stress

- I) Stressors at Individual level:-

- ❖ *Type A Type B personality*
- ❖ *Perception*
- ❖ *Prior Experience*
- ❖ *Role over load*
- ❖ *Role conflict*
- ❖ *Role ambiguity*
- ❖ *Task Characteristics*
- ❖ *Personalized Individual Differences*

- II) Group Level stressors:-

- ❖ *Absence of group cohesiveness*
- ❖ *No social support*
- ❖ *Group conflict*

Effects of Stress



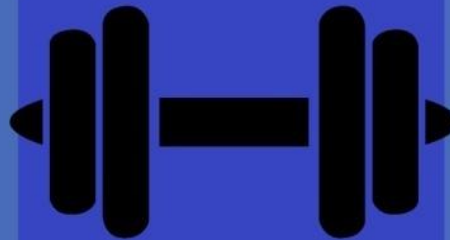
Physical Effects

Headaches
Muscle Tension
Chest Pain
Fatigue
Upset Stomach
Sleep Issues



Mental Effects

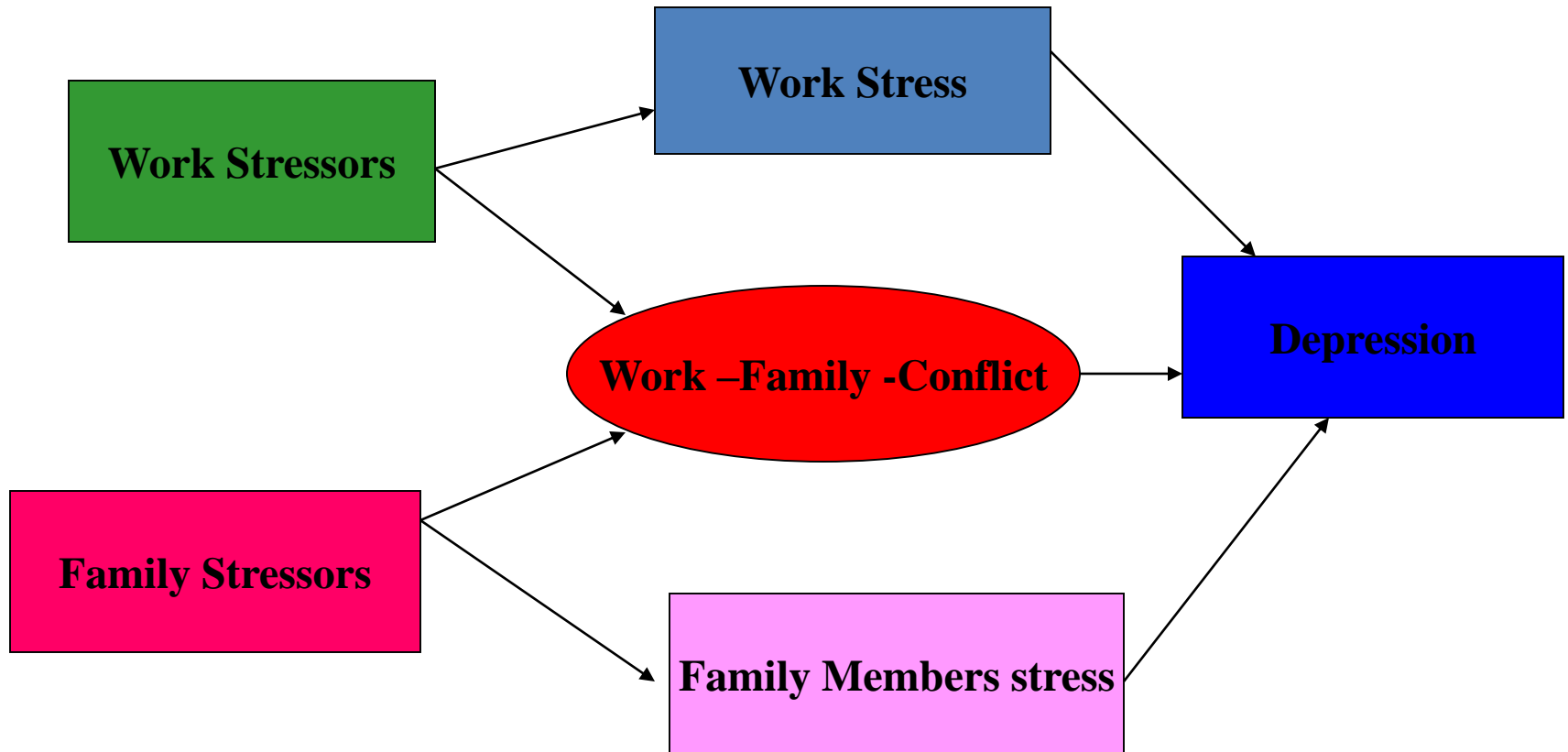
Anxiety
Restlessness
Lack of Motivation
Lack of Focus
Anger
Depression



Behavior Effects

Tobacco Use
Overeating
Drug Use
Social Withdrawal
Physical Outbursts
Less Exercise

- **Stressors and Work-Family Conflict**



- III) Organizational Level stressors:-

- ❖ *Organizational structure*

- ❖ *Organizational Leadership*

- ❖ *Organizational life-cycle.*

- Birth

- Growth

- Policy

- Procedure

- Theory

- Religion

- Ritual last rites

Policies

- Performance Appraisal
- Rules, salary structure
- Not clear Procedures
- Job relocation frequency
- Unrealistic job specification
- Shifts and long working hours.



Expectations



Cause

Processes

- Poor communication
- Improper performance measurement/feedback
- Ambiguous/conflicting goals
- Improper communication
- Unfair Control processes



Style



Of

Job

Physical Conditions and structures

- Improper working conditions
(poor light ,air pollution, safety hazards, toxic chemicals present etc.)
- No Decision making participation
- Centralization (high degree of specialization ,too many formalities etc.)
- Line staff conflicts /sexual harassment



Stress



Stressors

A Model Of occupation stress

Outcomes

Individual level

Group level
stress

Organizational level

Extra
organizational
level

Stress

Moderating
variables

Behavioural

Cognitive

Physiological

Symptoms of being under stress

The following can be symptoms displayed by an individual suffering with stress:

- Headaches
- Stomach problems
- Skin rashes
- Tingling, pins and needles
- Tense / irritable
- Loss of interests
- Sense of dread
- Anxiety and / or depression
- Self neglect
- Denial of problems
- Out of character behaviour eg a normally outgoing person becoming withdrawn

These symptoms can also be signs of other health conditions therefore the individual must see their GP to rule out any other causes.

Managing Stress

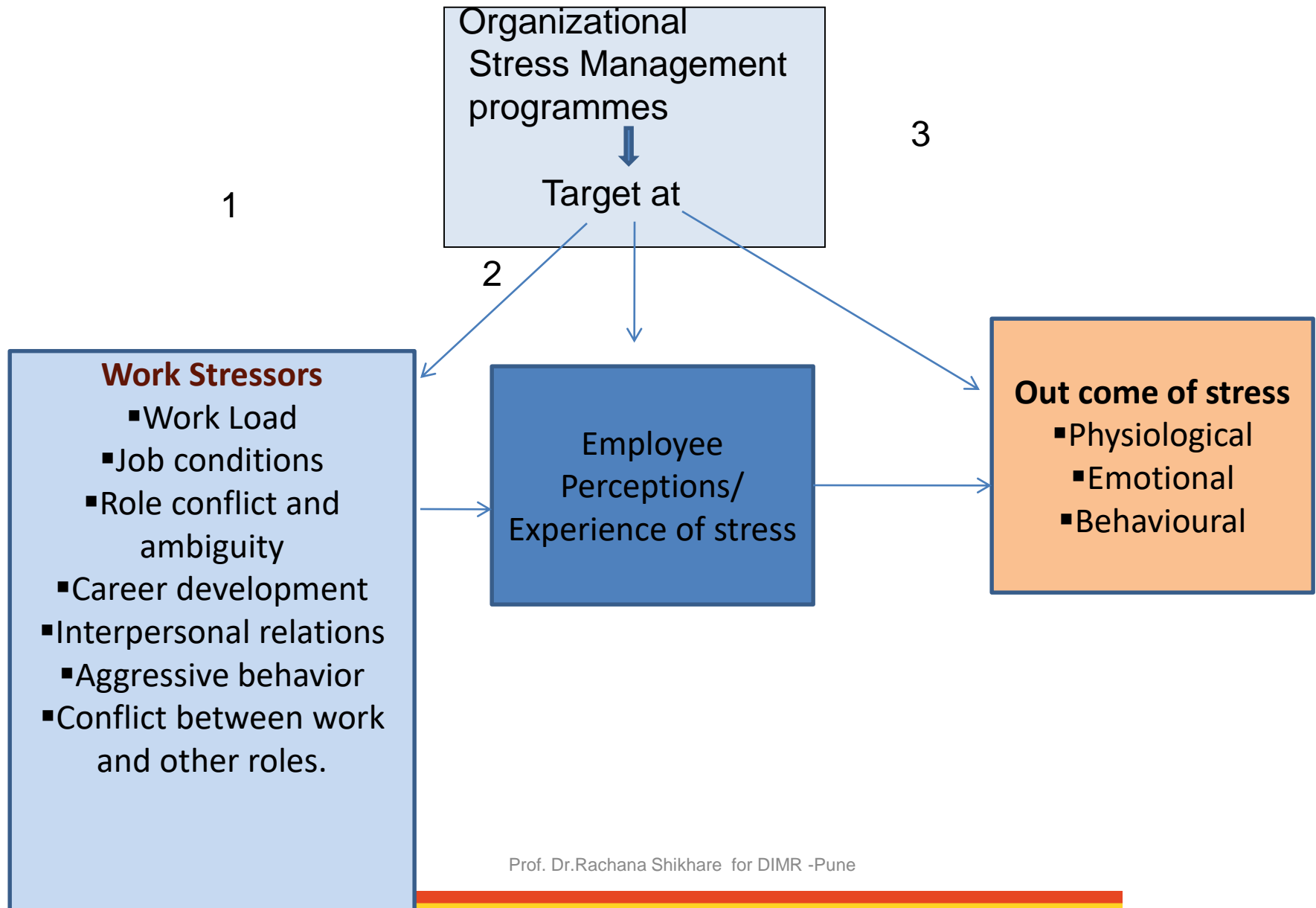
- **Individual strategies:-**

- Muscle Relaxation
- Biofeedback
- Meditation
- Cognitive restructuring
- Time Management

Other Helpful tips

- Changing perceptions and expectations
- Break jobs/tasks into manageable parts
- Set reasonable/realistic goals
- Set boundaries
- Don't compromise your values/beliefs
- Schedule “me” time
- Avoid caffeine

Organizational strategies:-





Organizational Strategies:

- Eliminating stress often
- Improvements in the physical work environment.
- Job redesign to eliminate stressors
- Changes in workloads and deadlines.
- Structural reorganization.
- Changes in work schedules ,more flexible hours.
- Management by objectives or other goal-setting programmes.
- Greater levels of employee participation, particularly in planning changes that affect them .
- Workshops with role clarity and role analysis.
- Programmes of stress management targeted at perceptions and experiences of stress;
 - Team building
 - Behaviour modification
 - Career counseling and other employee programmes
 - Workshops on time management
 - Workshops on burnout to help employee understand its nature and symptoms
 - Training in relaxation techniques
 - Physical fitness or wellness programmes.
- Employee Assistance Programme
 - Diagnosis
 - Treatment
 - Screening
 - Prevention
- Wellness Programmes

Techniques to Reduce Stress



30 minutes of daily moderate exercise



Mindfulness and meditation



Progressive muscle relaxation



Yoga



Visualization



Slow, deep breaths



Work life balance

- Is there any thing like work life Balance ???
- Lets discuss.....

Class Exercise

Case study 1

A member of your team has been struggling to meet deadlines recently and continues to say in the office when among other colleagues that they have too much work to do and that they never have a proper lunch break. You have noticed that over the past few weeks this employee is starting to get agitated with other colleagues and that the individual is complaining when they are being asked to do work. You are also aware that this individual has caring responsibilities for elderly parents and that the employee's father has recently been diagnosed with dementia.

You have also noticed over the past few months that this individual takes on extra work duties which are not necessarily part of their job role. The individual often comments on these extra duties and how much other work they are doing compared to colleagues.

As the individual's manager you arrange to meet with them and complete a stress risk assessment together without making any assumptions.



Class Exercise (Refer Handout)

Friendly Airlines

- **1. Is Jim headed for trouble? What would be some physical, psychological, and behavioral outcomes of this type of job stress?**
- **What could the company do to help reduce the stress in Jim's job?**
- **What individual coping strategies could Jim try in this situation?**



End of Unit 5

Happy Learning !

Best of Luck for your examination!

THANKS !