Organizational Behaviour

Kartikeya Singh
SMS Varanasi, UP

•BCA-S108 - Organizational Behaviour

- UNIT-I
- Fundamentals of Organizational Behaviour Nature, Scope, Definition and Goals of Organizational Behaviour; Fundamental Concepts of Organizational Behaviour; Models of Organizational Behaviour; Emerging aspects of Organizational Behaviour: Meaning, Cultural Diversity, Managing the Perception Process
- UNIT-II
- Perception, Attitude, Values and Motivation Concept, Nature, Process, Importance, Management Behavioral aspect of Perception. Effects of employee attitudes; Personal and Organizational Values; Job Satisfaction; Nature and Importance of Motivation; Achievement Motive; Theories of Work Motivation: Maslow's Need Hierarchy Theory, McGregor's Theory 'X' and Theory 'Y'
- UNIT-III
- Personality Definition of Personality, Determinants of Personality; Theories of Personality- Trait and Type Theories, The Big Five Traits, Myres-Briggs Indicator; Locus of Control, Type A and Type B Assessment of Personality
- UNIT-IV
- Work Stress Meaning and definition of Stress, Symptoms of Stress; Sources of Stress: Individual Level, Group Level, Organizational Level; Stressors, Extra Organizational Stressors; Effect of Stress – Burnouts; Stress Management – Individual Strategies, Organizational Strategies; Employee Counseling
- UNIT-V
- Group Behaviour and Leadership Nature of Group, Types of Groups; Nature and Characteristics of team; Team Building, Effective Teamwork; Nature of Leadership, Leadership Styles; Traits of Effective Leaders
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- Conflict in Organizations Nature of Conflict, Process of Conflict; Levels of Conflict – Intrapersonal, Interpersonal; Sources of Conflict; Effect of Conflict; Conflict Resolution, Meaning and types of Grievances & Process of Grievances Handling.

UNIT-I

I. Fundamentals of Organizational Behaviour
II. Nature, Scope,
III. Definition and Goals of Organizational Behaviour;
IV. Fundamental Concepts of Organizational Behaviour;
V. Models of Organizational Behaviour;
VI. Emerging aspects of Organizational Behaviour:
VII. Meaning,
VIII. Cultural Diversity,
IX. Managing the Perception Process

1. Fundamentals of Organizational Behaviour

Organization: – Groups of people who work interdependently toward some purpose

- structured patterns of interaction
- coordinated tasks
- work toward some purpose

Organization

- Organization as two or more individuals who are interacting with each other within a deliberately structured set up and working in an interdependent way to achieve some common objective/s. Organizations play a major role in lives. We possibly cannot think of a single moment in our lives when we are not depending on organizations in some form or the other. Right from the public transport that you use to come to your institute, the institutes itself, the class you are attending at this moment, are all examples of organizations.

What is Behavior?

- It is the behavior of the people working in an organization to achieve common goals or objectives. Organization comprises of people with different attitudes, cultures, beliefs, norms and values.

Organizational Behaviour

- OB refers to the behavior of individuals and groups within organizations and the interaction between organizational members and their external environments.
- OB is 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 towards improving an organization's effectiveness.

Scope of Organizational Behaviour

- Impact of personality on performance
- Employee motivation
- Leadership
- How to create effective teams and groups
- Study of different organizational structures
- Individual behavior, attitude and learning
- Perception
- Design and development of effective organization
- Job design
- Impact of culture on organizational behavior
- Management of change
- Management of conflict and stress
- Organizational development
- Organizational culture
- Transactional analysis
- Group behavior, power and politics
- Job design
- Study of emotion

Nature of Organizational Behavior (OB)

- Psychology
- Sociology
- Social psychology
- Anthropology
- Economics
- Political Science

Goals of Organizational Behaviour

- The first objective is to describe, systematically, how people behave under a variety of conditions.
- A second goal is to understand why people behave as they do
- Predicting future employee behavior is another goal of organizational behavior.
- The final goal of Organisational behavior is to control.

Fundamental Concepts of Organizational Behaviour

- Individual Difference
- Strata differences
- Caused Behavior
- Human Dignity
- Organizations are Social System
- Mutuality of interest
- Holistic Concept
- Need for management
  - Planning
  - Organizing
  - Leading
  - Controlling

Models of Organizational Behaviour

- Top management's models are particularly important to identify, for the underlying model that exists within a firm's chief executive officer tends extend throughout that firm. For this reason, models of organizational behavior are highly significant. Classification models of OB:
- There are five models of OB

I. Autocratic model
II. Custodial model
III. Supportive model
IV. Collegial model
V. System model

Autocratic model

- In this model we can find that this model relies on power. For example, managers have the ability, authority to control their employees and the employee's performance in this stage will be much lower than expected.
- Short notes of this model:

1. Depends on power
2. Managerial orientation is authority
3. Employee orientation is obedience
4. Employee psychological result depends on boss
5. Employee needs met is minimal
6. Performance result is minimum

- Example: Defense team, because here officer hold power and authority to obey them and thus soldiers are obedient to execute officer's order.

Custodial model

- This model usually depends on economic resources (money). For instance, managers can simulate their employees by offering them facilities, and benefits, but in this model the employee's won't work as a team (Less sharing with others) because everyone will depend on his self to get more benefits than the others.
- Short notes of this model:

1. Depends on economical resource
2. Managerial orientation is money
3. Employee orientation is security and benefit
4. Employee psychological result depends on organization
5. Employee needs met is security
6. Performance result is passive cooperation

- Example: Garments factory, because here it is based on economical resource. Here labors execute their job for security and benefit, again here if an organization do well then employee get better benefit.

Supportive model

- This model relies on leadership. For example, managers support their employees by encouraging, and supporting them to perform a better job, get along with each other and as well as developing their skills. The Performance results will be awakened drives.
- Short notes of this model:

1. Depends on leadership
2. Managerial orientation is support
3. Employee orientation is job and performance
4. Employee psychological result is participation
5. Employee needs met is status and recognition
6. Performance result is awakened drives

- Example: Software firm, because here leaders support there employee to perform their tasks or their project.

Collegial model

- This model means that employees depend on each other cooperatively and work as a team to do the task. Everyone will be having a normal enthusiasm self-discipline, and responsible behavior towards their tasks.
- Short notes of this model:

1. Depends on partnership
2. Managerial orientation is teamwork
3. Employee orientation is responsible behavior
4. Employee psychological result is self discipline
5. Employee needs met is self actualization
6. Performance result is moderate enthusiasm

- Example: Social organization such as willingly blood donation organization BADHON, because here every one work as teamwork and each member takes responsibilities for organizational goal. Each member works here only for self actualization.

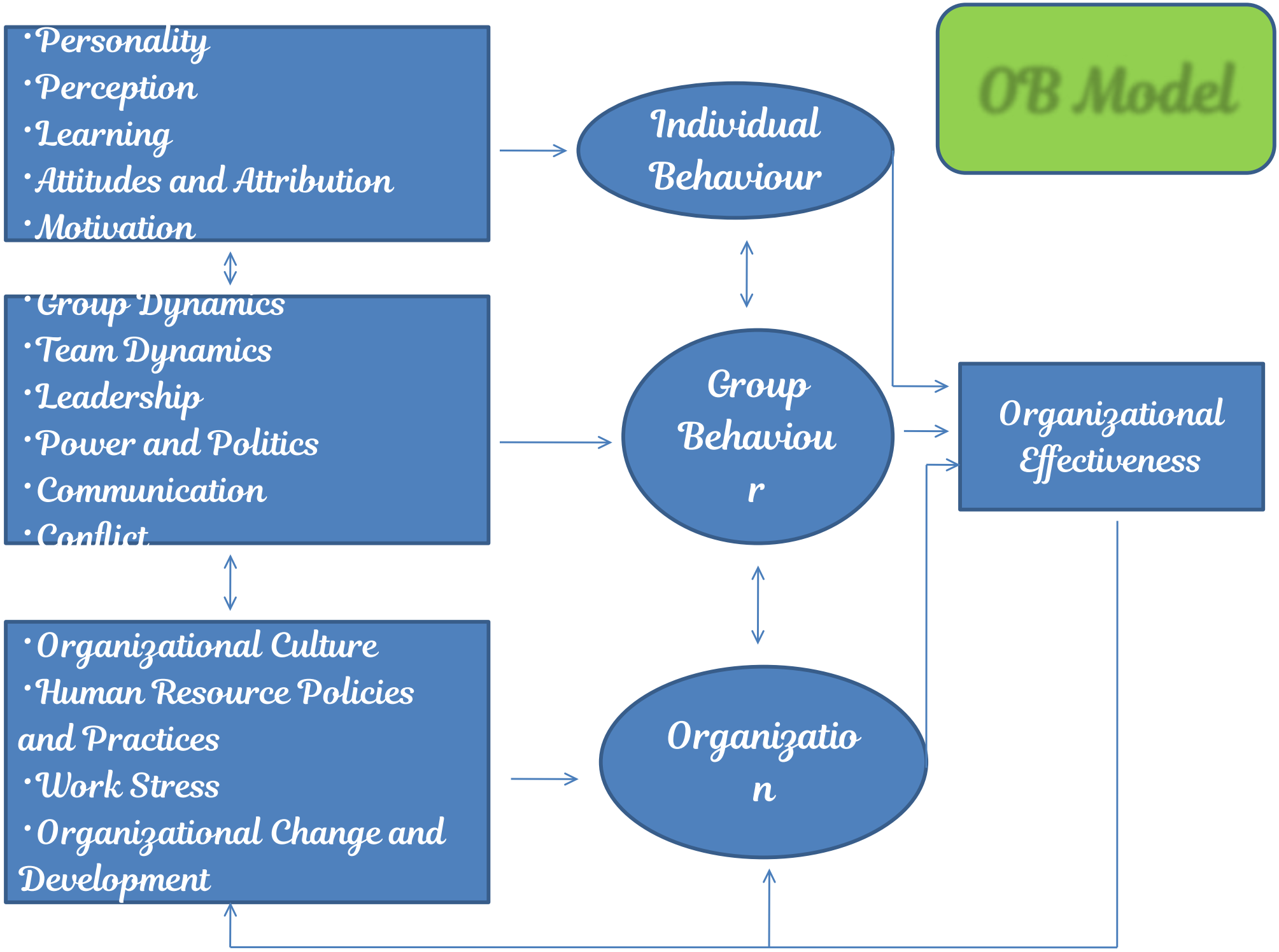
System model:

- This model is based on trust, self-motivation, and the performance results will be more than expected, because employees will be committed to do their tasks as expected, and as well as organizational goals. After we explained the models in brief we would like to inform you that the world nowadays requires from us necessary steps before we decide the best model to have for an each organization. One of the most important things to consider is that managers and leaders should clearly understand the nature of their organizations before making any decision. Also, they have to consider and look at the changing in the environment and of course the employee's needs so that they can have the best model to use to get a better result.
- Short notes of this model:

1. Depends on trust, community, understanding
2. Managerial orientation is caring, compassion
3. Employee orientation is psychological ownership
4. Employee psychological result is self motivation
5. Employee needs met is wide range
6. Performance result is passion, commitment, organization goal

- Example: Some corporate firm which are based on trust or community Where employees are self motivated and committed for organizational goals.

	Autocratic	Custodial	Supportive	Collegial	System
Basis of Model	Power	Economical Resource	Leadership	partnership	Trust Community Understanding
Managerial Orientation	Authority	Money	Support	Teamwork	Caring Compassion
Employee orientation	Obedience	Security & Benefit	Job & Performance	Responsible Behavior	Psychological Ownership
Employee Psychological Result	Depends On Boss	Depends On Organization	Partnership	Self Discipline	Self Motivation
Employee Needs met	Subsistence	Security	Status & Recognition	Self Actualization	Wide Range
Performance result	Minimum	Passive Cooperation	Awakened Drives	Moderate Enthusiasm	Passion Commitment Organizational


OB Model
·Personality
·Perception
·Learning
·Attitudes and Attribution
·Motivation
Individual Behaviour
·Group Dynamics
·Team Dynamics
·Leadership
·Power and Politics
·Communication
·Conflict
Group Behaviour
Organizational Effectiveness
·Organizational Culture
·Human Resource Policies and Practices
·Work Stress
·Organizational Change and Development
Organization

Emerging aspects of Organizational Behaviour:

- Managing Diversity.
- Changing demographics of workforce.
- Changed employee expectations.
- Globalization.
- Technology Transfer.
- Promoting Ethical Behaviour.

Emerging aspects of Organizational Behaviour:

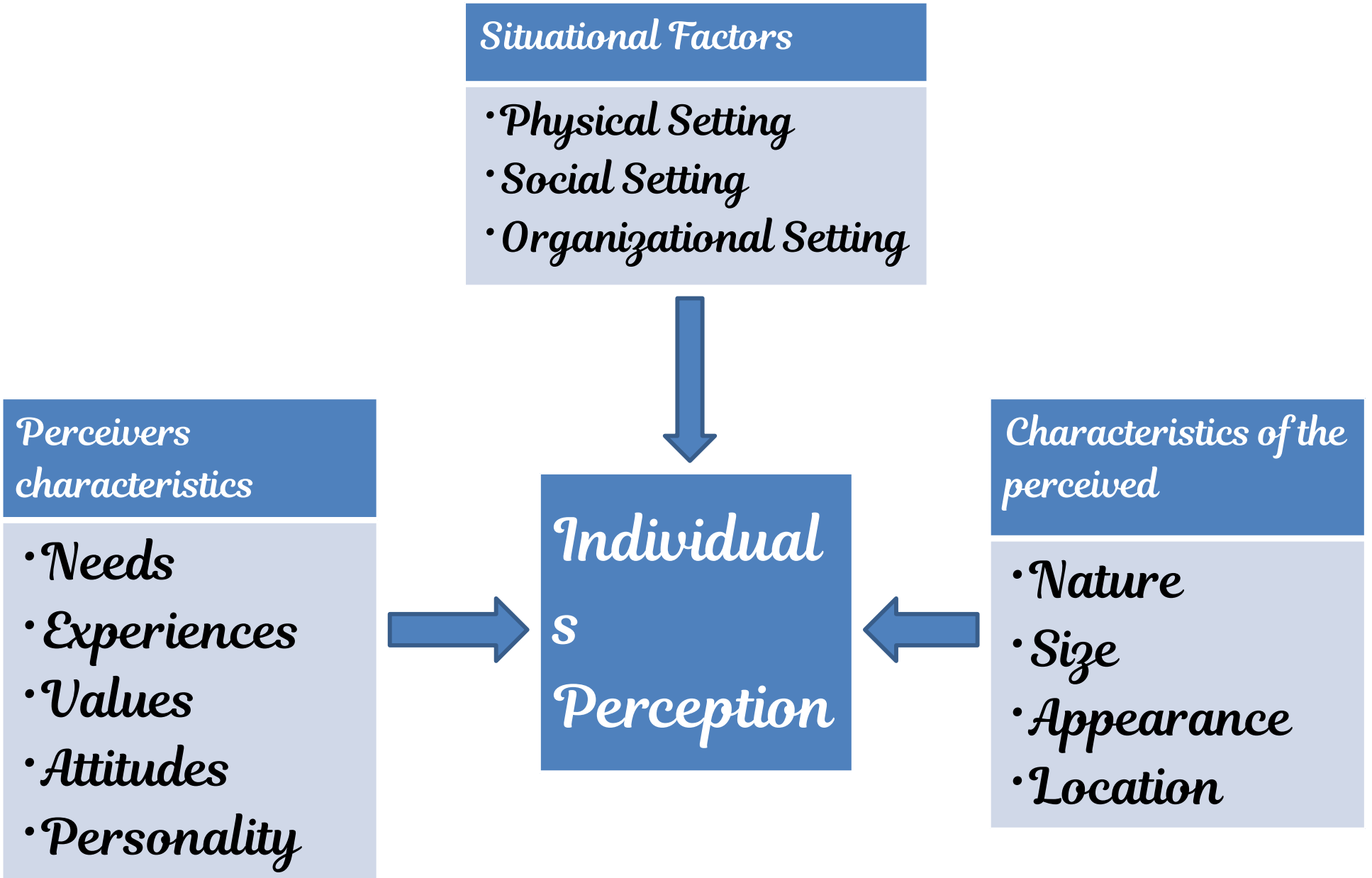
Unit II

I. Perception,
II. Attitude,
III. Values and Motivation Concept, Nature, Process, Importance,
IV. Management Behavioral aspect of Perception.
V. Effects of employee attitudes;
VI. Personal and Organizational Values;
VII. Job Satisfaction;
VIII. Nature and Importance of Motivation;
IX. Achievement Motive;
X. Theories of Work Motivation:
    a. Maslow's Need Hierarchy Theory,
    b. McGregor's Theory 'X' and Theory 'Y'

1. Perception

- Perception is the act of seeing is there to be seen.
- The study of perception is concerned with identifying the processes through which we interpret and organize sensory information to produce our conscious experience of objects and object relationship.
- Perception is the process of receiving information about and making sense of the world around us.

Factors influencing Perception



Attitude

- Attitude are learned Feelings and beliefs of an Individual or groups of people
- Attitude is mental state of readiness,learned and organised through experience,exerting a specific influence on person's response to people, object and situations with which it is related.

Effects of employee attitudes

- Affective – feelings, sentiments,moods and emotions about some idea, person,event or object.
- Behavioral – the predispositions to get on a favorable or unfavorable evaluation of something.
- Cognitive – the beliefs, opinion, knowledge, or information held by the individual,

Motivation

- *"Motivation is the result of processes, internal or external to the individual, that arouse enthusiasm and persistence to pursue a certain course of action"*
- *"How behaviour gets started, is energised, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organization while all this going on"*

Performance =f (ability x motivation)

Importance of Motivation

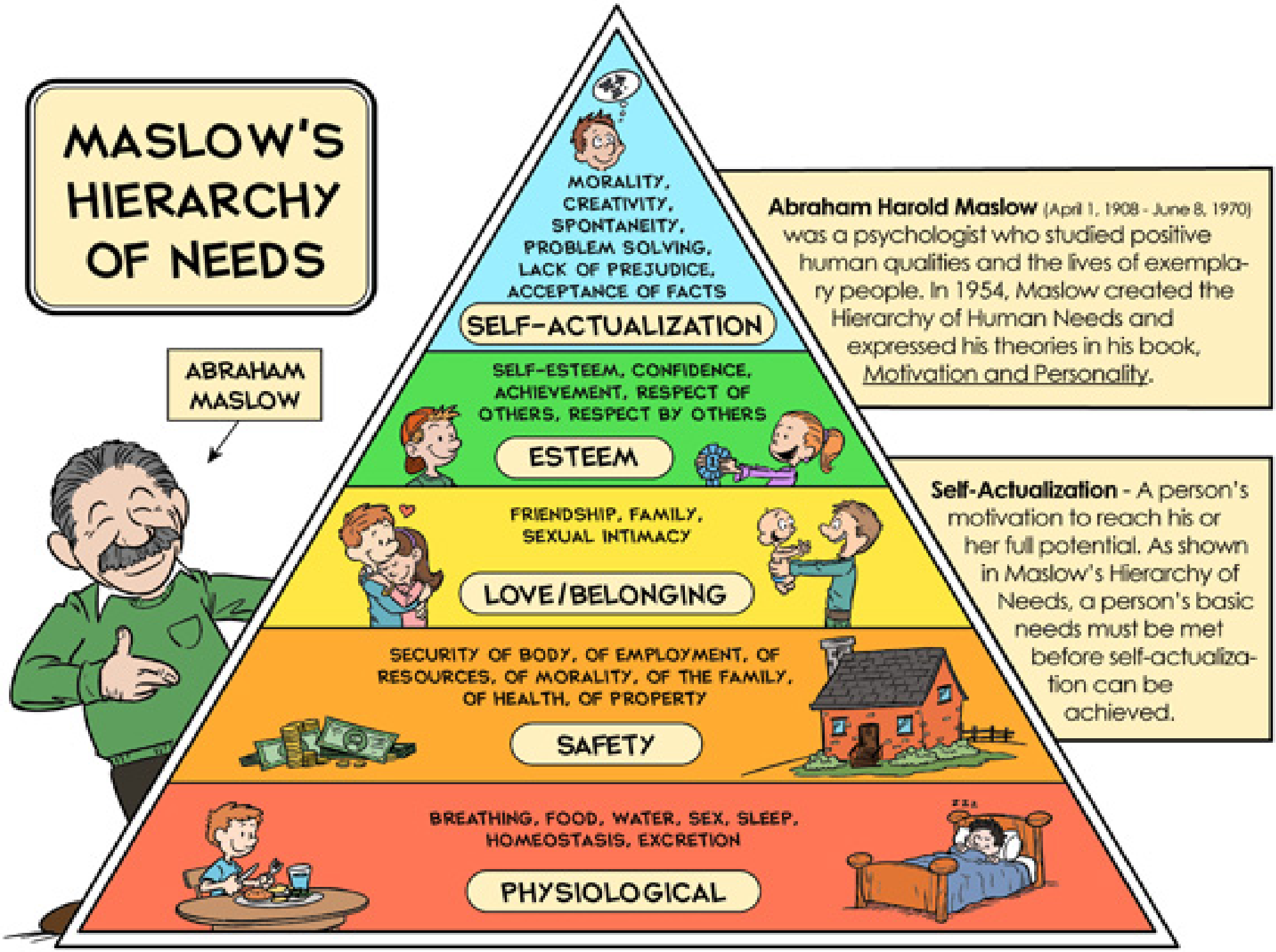
1. Motivation coupled with ability leads to performance.
2. Motivated employees generally is more quality oriented.
3. Highly motivated workers are more productive than apathetic workers.
4. Low attrition
5. Low turn over ratio.
6. Motivation as a concept represents a highly complex phenomenon that affects, and is affected by a multitude of factors in the organizational setup.
7. A must for technology based processes.

Motivational Theories

- Maslow Need Hierarchy Theory.
- Herbergs Two factor Theory

a)Maslow Need Hierarchy Theory

MASLOW'S HIERARCHY OF NEEDS



Abraham Harold Maslow (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, Motivation and Personality.

Self-Actualization - A person's motivation to reach his or her full potential. As shown in Maslow's Hierarchy of Needs, a person's basic needs must be met before self-actualization can be achieved.

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Herzberg's two factor Theory

Hygiene Factors

- Salaries, Wages & other Benefits
- Company Policy & Administration
- Good Inter-personal Relationships
- Quality of Supervision
- Job Security
- Working Conditions
- Work/Life Balance

When in place, these factors result in...

- ✓ General Satisfaction
- ✓ Prevention of Dissatisfaction

Motivator Factors

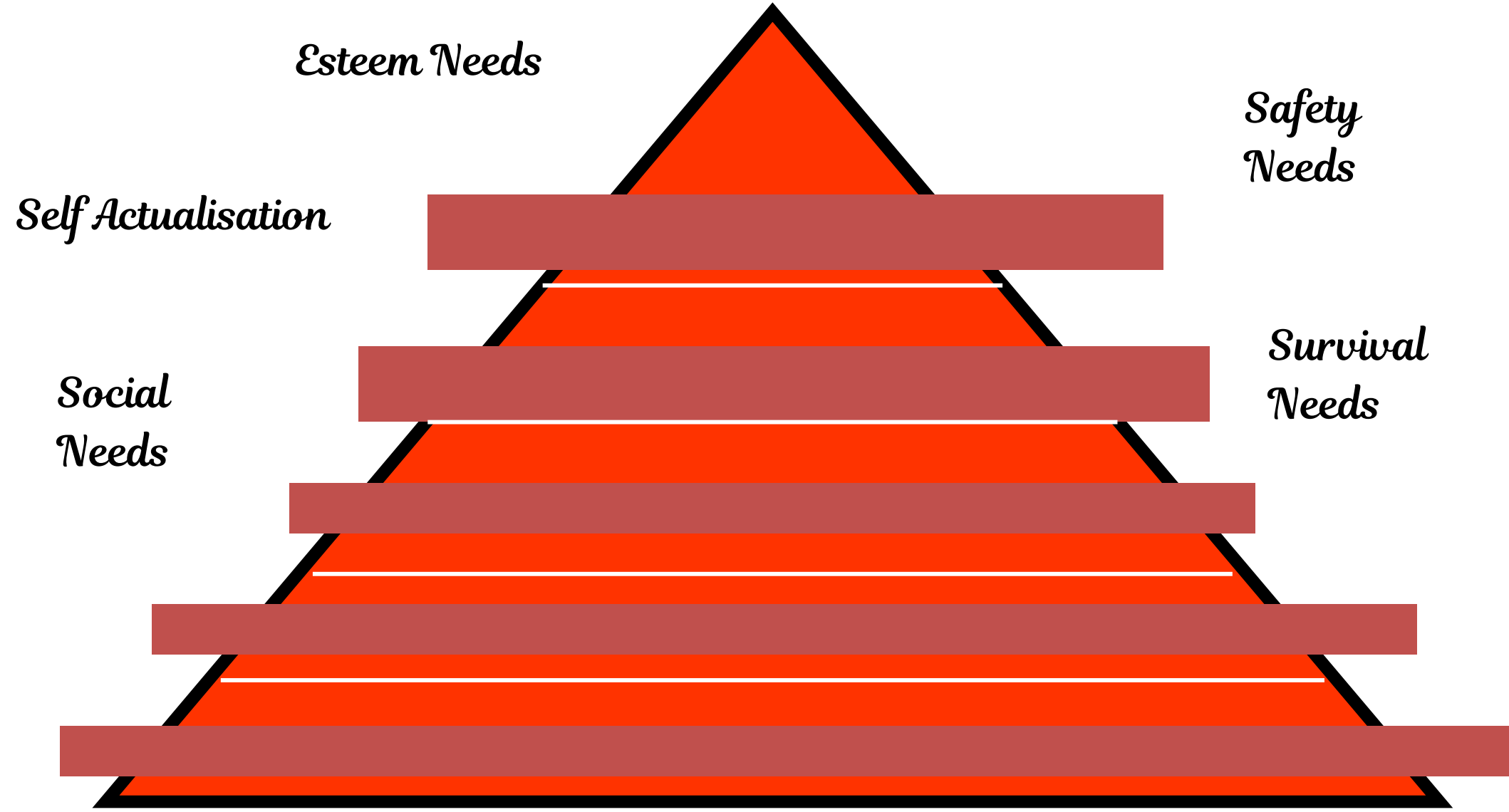
- Sense of Personal Achievement
- Status
- Recognition
- Challenging/stimulating Work
- Responsibility
- Opportunity for advancement
- Promotion
- Growth

When in place, these factors result in...

- ✓ High Motivation
- ✓ High Satisfaction
- ✓ Strong Commitment

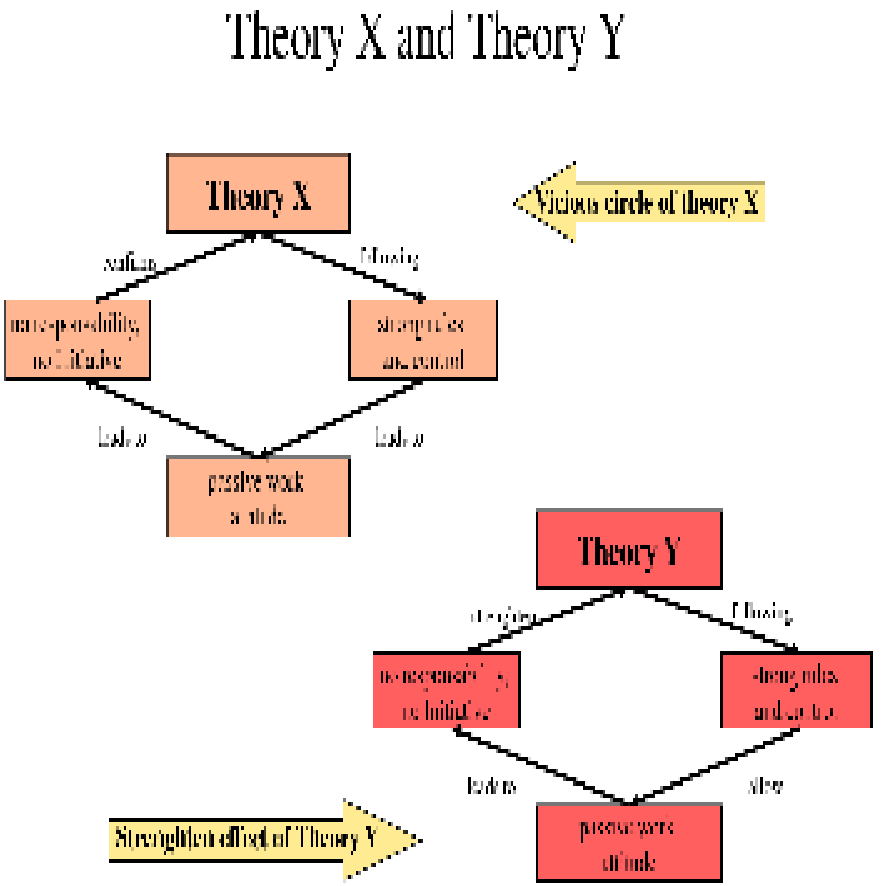
McGregor's Theory X and Y

Maslow's Hierarchy of Needs – Starter: Fill in the levels of the hierarchy



McGregor's Theory

- McGregor looked at the way in which employers and employees traditionally viewed work – The employer paid the money and gave instructions, and the worker did the job without asking questions (THEORY X)



http://www.drawpack.com

Theory X managers believe employees	Theory Y managers believe employees
• need to be controlled • don't like work • need to be pushed to be more productive • need incentive schemes • have to be directed to do things that they don't enjoy	• want to be involved • can think for themselves and make decisions • share ownership of tasks • will find work more rewarding if given responsibility and a variety of tasks • have good ideas • can engage in some level of self-management

McGregor's Theory X and Y

- Theory X workers:

- Don't like working
- Do as little as they can get away with
- Don't like things to change
- Need to be told what to do
- Cant be trusted to make a decision
- Are only interested in MONEY
- Must be closely watched
- Cant be trusted or relied upon

McGregor's Theory y

- Theory Y workers:

- Enjoy their work
- Will work hard to get rewards
- Want to see new things happening
- Will work independently
- Can be trusted to make decisions
- Are motivated by things other than money
- Can work unsupervised

Unit III

I. Personality Definition of Personality,
II. Determinants of Personality;
III. Theories of Personality- Trait and Type Theories,
IV. The Big Five Traits,
V. Mytes-Briggs Indicator;
VI. Locus of Control,
VII. Type A and Type B Assessment of Personality

1.Personality Definition of Personality,

- The term personality has been derived from latin 'Persona' which means "to speak through". Thus, personality is used in terms of influencing others through external appearance. The sum total of ways in which and individual reacts and interacts with others.
- "Personality is the dynamic organisation within the individual of those psycho-physical systems that determine his unique, adjustments to his environment."-Allport.

1. Personality Definition of Personality,

- According Ruch, personality should include
  - External appearance and behaviour or social stimulus value.
  - Inner awareness of self as a permanent organising forces.
  - The particular pattern or organisation of measurable traits both inner and other.

II. Determinants of Personality;

- People are very Complex. They are different abilities and interests. Personality is an important factor influencing and employees behavior.
  - Cultural factor
  - Family and Social factors
    - Socialization Process
    - Identification Process
  - Situational factors
  - Biological factors
    - Physical Features
    - Brain
    - Heredity
  - Other factors
    - Temperament
    - Interest
    - Character
    - Scheme
    - Motives

Pshycho – Analytical Theory.

- ID
- EGO
- SUPER EGO

III – Type Theory

- Kretschmer and Sheldon.
- People are grouped into identifiable categories. One basis for classifying personalities is the structure of the body.
  - Short plump – (Endomorph) – Sociable, relaxed and even tempered.
  - Tall thin – restrained ,self conscious, and fond of Solitude.
  - Heavy-Set muscular – Noisy, callous, and fond of physical activity.
- Type theories are simple and popular but carry no substance.

III – Type Theory

- Carl Jung. (Swiss psychologist)

Introvert	Extrovert
• Shy, quiet, and retiring. • Greater sensitivity and concern for feeling	• Gregarious, Sociable, Proactive • Towards other people,events and objects

III – Trait Theory.

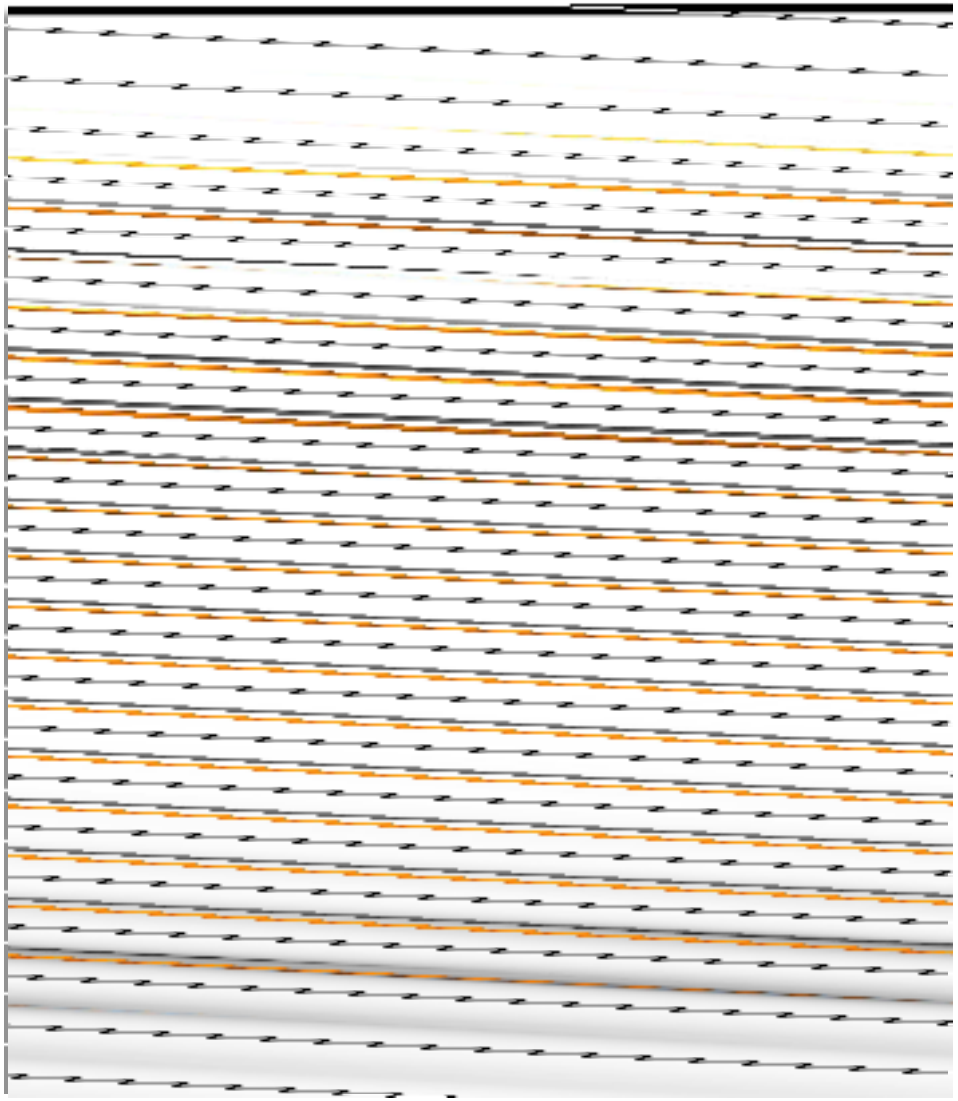
- Less concerned with the explanation for personality development…. More concerned with describing personality and predicting human behavior

Trait:-

- Consistent, enduring way of thinking, feeling or behaving
- So…..– Trait theories attempt to describe personality in terms of a person's traits

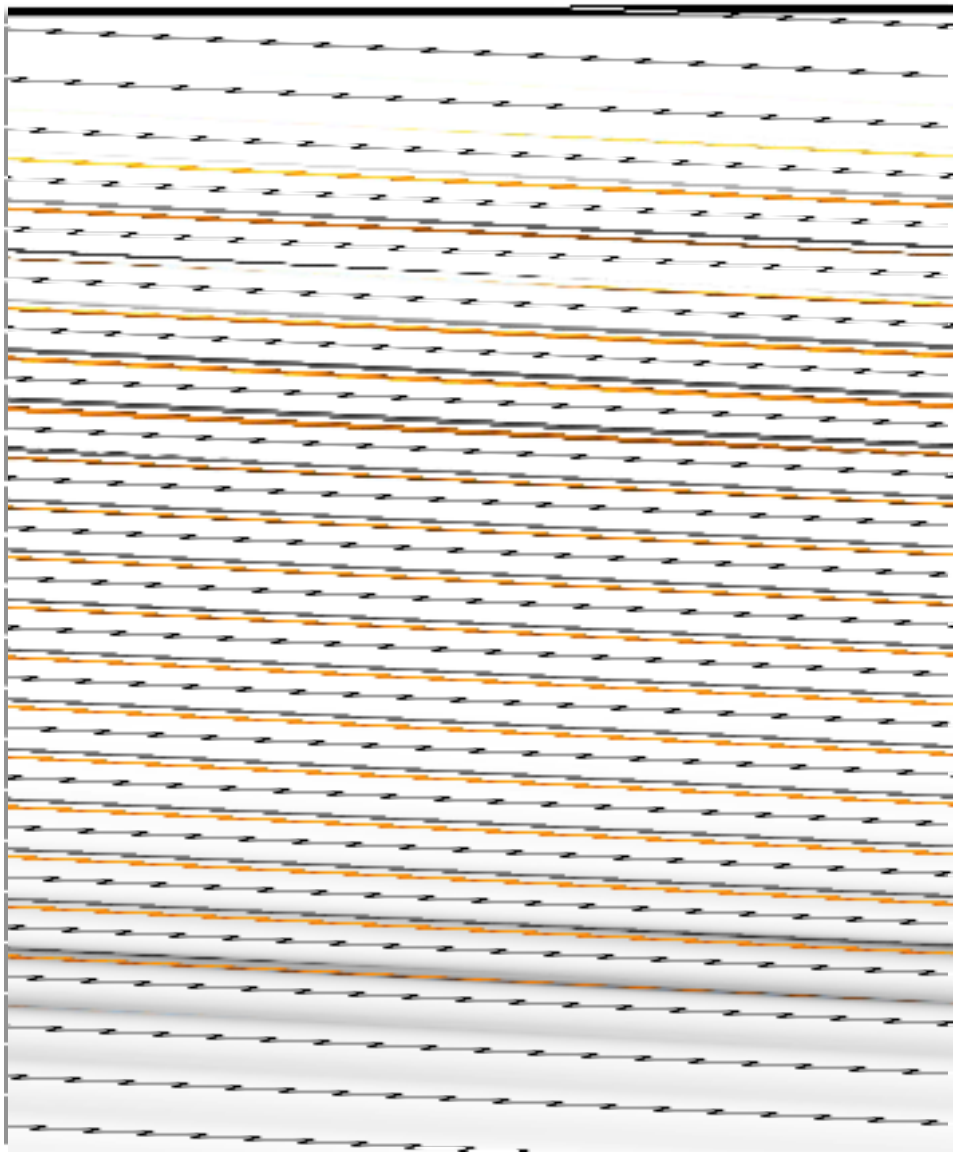
Trait Theories of Personality

- Gordon Allport
- Made one of the earliest attempts to list the traits that made up one's personality
  - Found 200 in the dictionary
- – Thought these traits were wired into an
- individual's nervous system
- – No scientific evidence.....



Trait Theories of Personality

Raymond Cattell
– Believed 200 traits were too many
– Defined 2 types of traits: Surface and Source
• Surface traits
– Personality characteristics easily seen by other people (one's outward actions)
• Source traits
– More basic traits that underlie the surface traits



Trait Theories of Personality

- Raymond Cattell
- Discovered 16 sources traits
- He developed the sixteen personality factor questionnair(scored on a continuum

Reserved	Serious	Trusting	Conservative
Concrete thinker	Rule-defying	Practical	Group Dependent
Easily upset	Shy	Forthright	Undisciplined
Submissive	Submissive	Submissive	Relaxed

Trait Theories of Personality

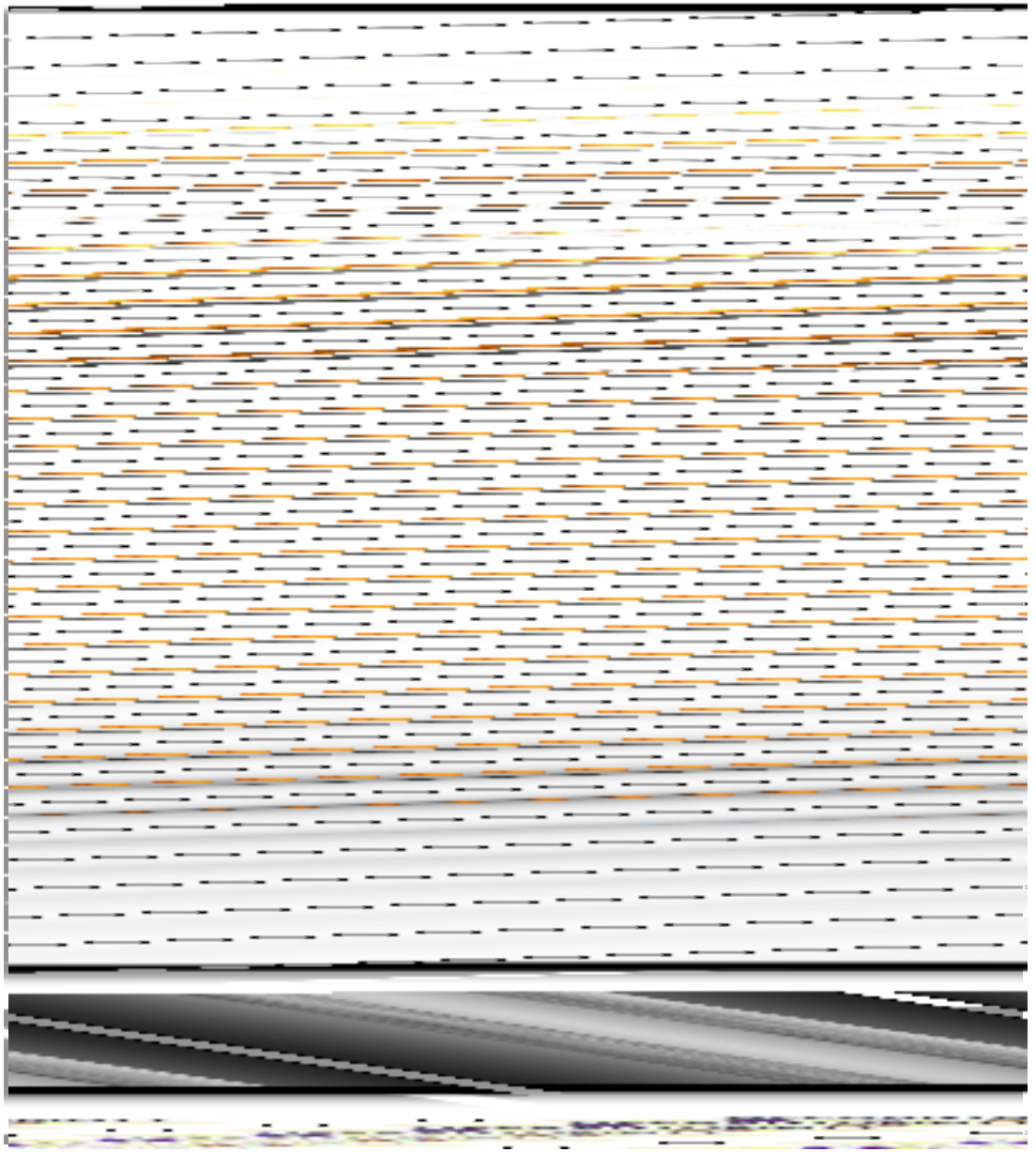
The Big Five

- Thought 16 factors were still a lot to discuss
- Several researchers came up with 5 trait dimensions which formed the five-factor model or the Big Five
- Five Factors (OCEAN)
  - Openness,
  - conscientiousness,
  - Extraversion,
  - Agreeableness, and
  - Neuroticism

Trait Theories of Personality

The Big Five

- Openness
  - Person's willingness to try new things/experiences
- Conscientiousness
  - Person's organization and motivation
- Extraversion
  - Outgoing and social
- Agreeableness
  - Basic emotional style of a person (easygoing, friendly, and pleasant)
- Neuroticism
  - A person's emotional instability or stability (excessive worriers, overanxious, and moody)



Myers-Briggs Indicator

- Extraversion (E) -(I) Introversion
- Sensing (S) -(N) Intuition
- Thinking (T) -(F) Feeling
- Judgment (J) -(P) Perception

Locus of Control

- Locus of Control refers to an individual's belief that events are either with in one's control(internal locus of control) or are determined by forces beyond one's control(External locus of Control)

Locus of Control

Rotter, 1966

Internal

I control the consequences of my behavior

- better academic achievement
- better interpersonal relations
- greater efforts to learn
- positive attitudes to exercise
- lower cigarette smoking
- lower hypertension & heart attacks

Julian Rotter

External

The consequences of my behavior are outside my control

- more resigned to conditions "as they are"
- lower efforts to deal with health
- lower levels of psych adjustment

BUT IN NONRESPONSIVE ENVIRONMENTS

- greater sense of satisfaction

Type A and Type B Assessment of Personality.

- Type A

The Type A personality generally lives at a higher stress level. This is driven by

- They enjoy achievement of goals, with greater enjoyment in achieving of more difficult goals. They are thus constantly working hard to achieve these.
- They find it difficult to stop, even when they have achieved goals.
- They feel the pressure of time, constantly working flat out.
- They are highly competitive and will, if necessary create competition.
- They hate failure and will work hard to avoid it.
- They are generally pretty fit and often well-educated (a result of their anxiety).

- Type B

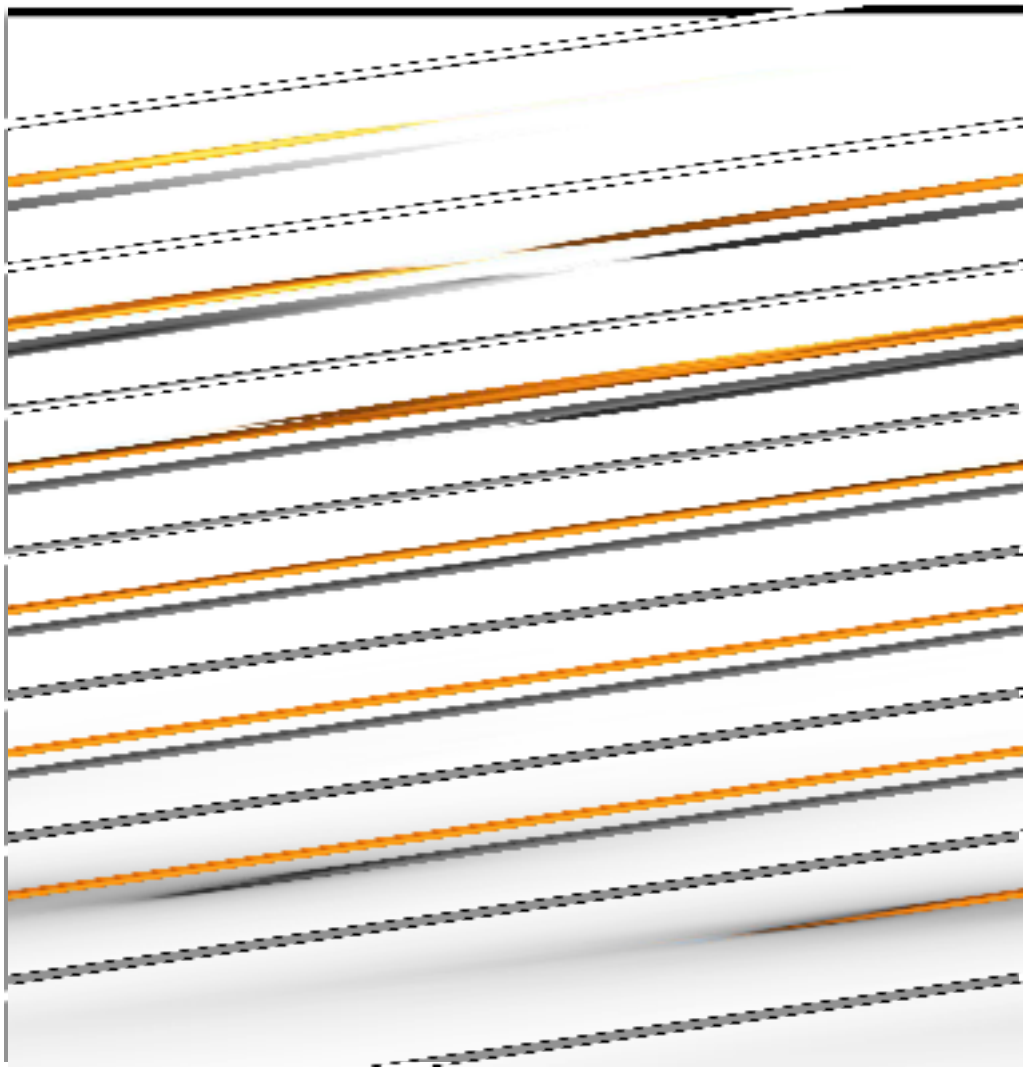
The Type B personality generally lives at a lower stress level and are typically:

- They work steadily, enjoying achievements but not becoming stressed when they are not achieved.
- When faced with competition, they do not mind losing and either enjoy the game or back down.
- They may be creative and enjoy exploring ideas and concepts.
- They are often reflective, thinking about the outer and inner worlds.

- *End of Unit III*

Unit IV

I. Work Stress Meaning and definition of Stress,
II. Symptoms of Stress;
III. Sources of Stress: Individual Level, Group Level, Organizational Level;
IV. Stressors,
V. Extra Organizational Stressors;
VI. Effect of Stress – Burnouts;
VII. Stress Management – Individual Strategies, Organizational Strategies;
VIII. Employee Counseling



1. Work Stress Meaning and definition of Stress,

- Stress is an adaptive response to an external situation that results in physical, psychological and/or behavioral deviations for organizational participants.

- Stress is not simply anxiety 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.

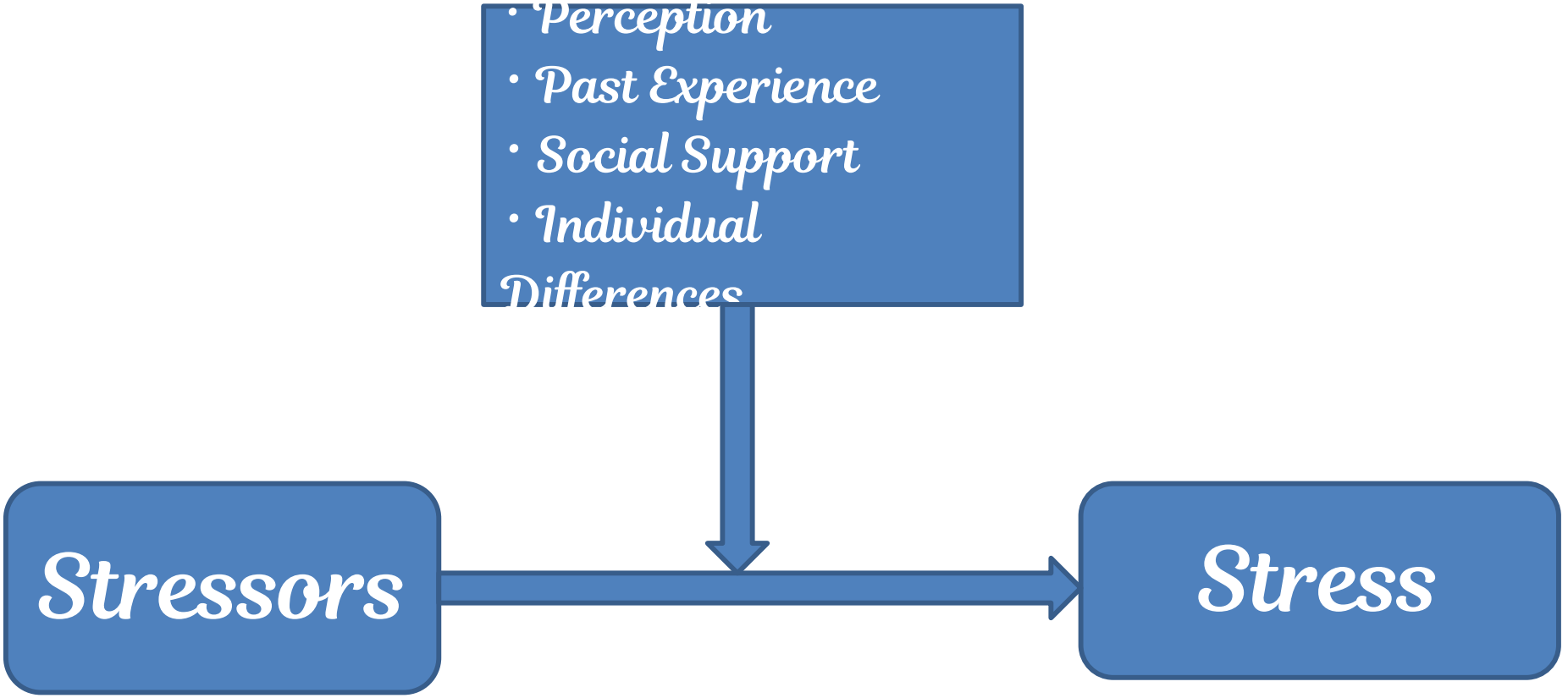
II. Symptoms of Stress;

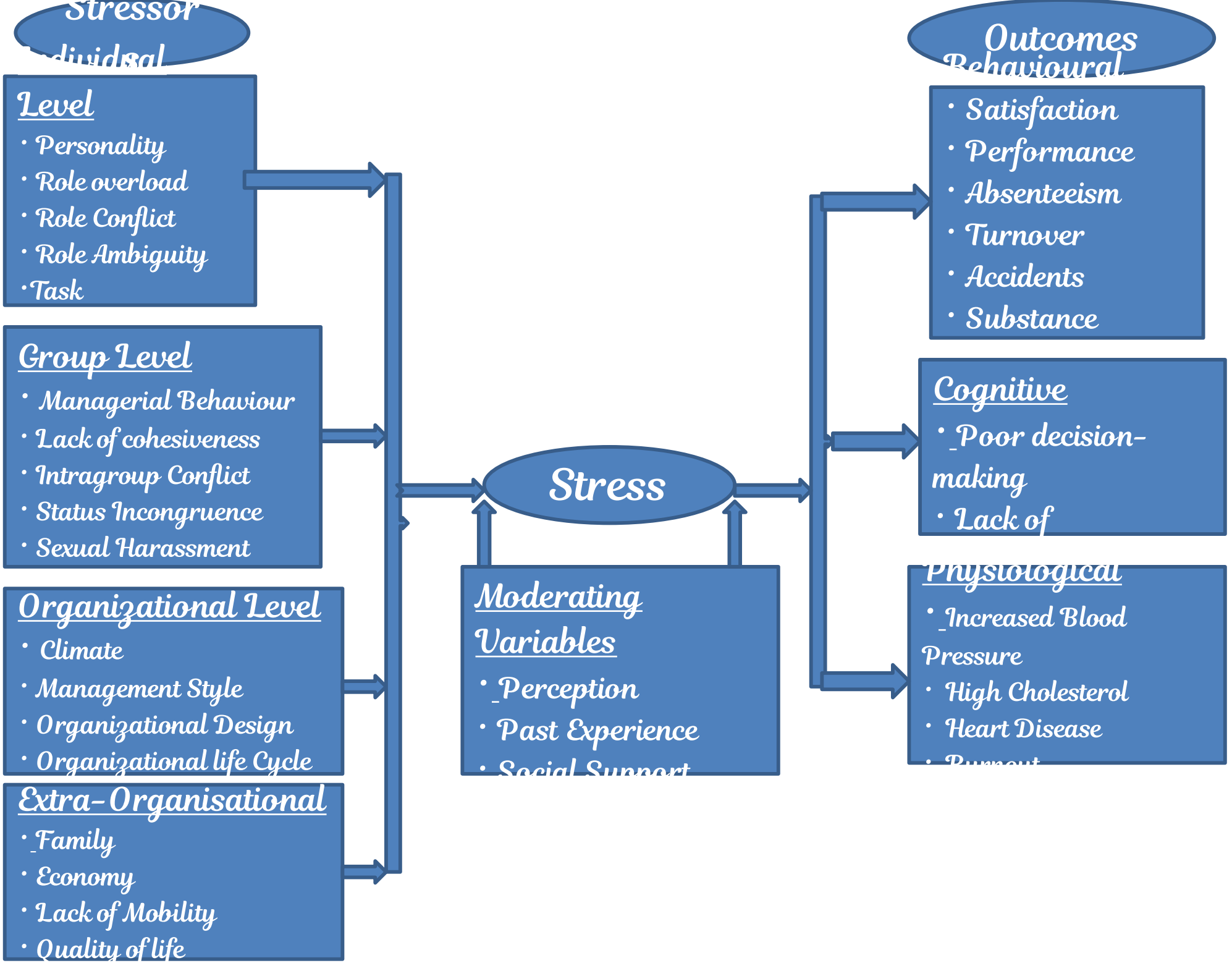
Stress Warning Signs and Symptoms	
Cognitive Symptoms	**Emotional Symptoms**
·Memory problems ·Inability to concentrate ·Poor judgment ·Seeing only the negative ·Anxious or racing thoughts ·Constant worrying	·Moodiness ·Irritability or short temper ·Agitation, inability to relax ·Feeling overwhelmed ·Sense of loneliness and isolation ·Depression or general unhappiness
Physical Symptoms	**Behavioral Symptoms**
·Aches and pains ·Diarrhea or constipation ·Nausea, dizziness ·Chest pain, rapid heartbeat ·Loss of sex drive ·Frequent colds	·Eating more or less ·Sleeping too much or too little ·Isolating yourself from others ·Procrastinating or neglecting responsibilities ·Using alcohol, cigarettes, or drugs to relax ·Nervous habits (e.g. nail biting, pacing)

III. Sources of Stress

- Occupational stress is stress involving work. According to the current World Health Organization's (WHO) definition, occupational or work-related stress "is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope."

Relationship between Stressors and Stress




Stressor
Individual
Level
• Personality
• Role overload
• Role Conflict
• Role Ambiguity
• Task
Group Level
• Managerial Behaviour
• Lack of cohesiveness
• Intragroup Conflict
• Status Incongruence
• Sexual Harassment
Organizational Level
• Climate
• Management Style
• Organizational Design
• Organizational life Cycle
Extra-Organisational
• Family
• Economy
• Lack of Mobility
• Quality of life
Stress
Moderating Variables
• Perception
• Past Experience
• Social Support
Outcomes
Behavioural
• Satisfaction
• Performance
• Absenteeism
• Turnover
• Accidents
• Substance
Cognitive
• Poor decision-making
• Lack of
Physiological
• Increased Blood Pressure
• High Cholesterol
• Heart Disease
• Burnout

III. Sources of Stress: Individual Level,

Individual Level Stressors

- Personality
- Role overload
- Role Conflict
- Role Ambiguity
- Task Characteristics

III. Sources of Stress – Group Level

Group Level

- Managerial Behaviour
- Lack of cohesiveness
- Intragroup Conflict
- Status Incongruence
- Sexual Harassment
- Workplace Violence

III. Sources of Stress – Organizational Level

Organizational Level

- Climate
- Management Style
- Organizational Design
- Organizational life Cycle

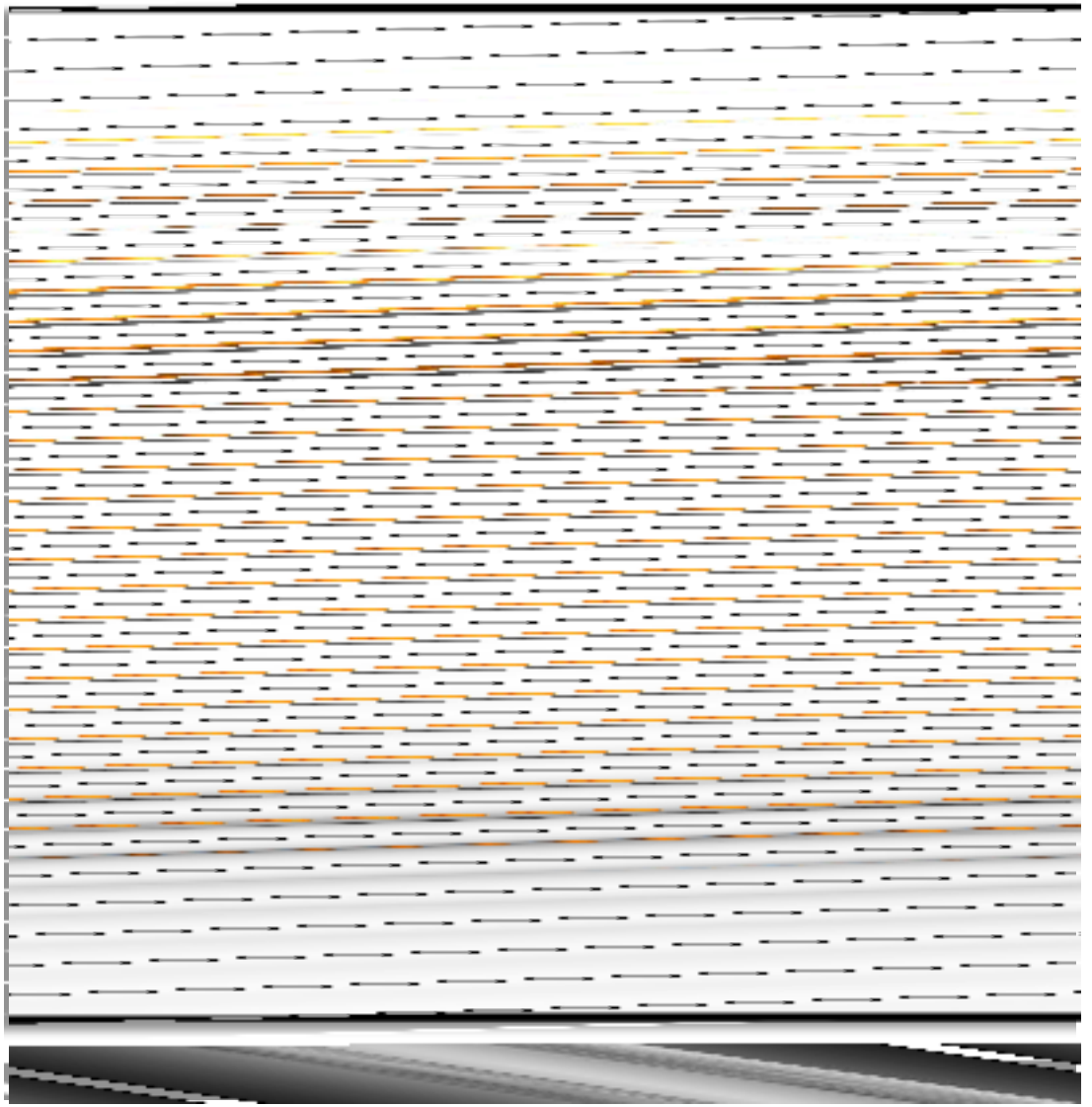
III. Sources of Stress – Extra Organisational level

Extra-Organisational

- Family
- Economy
- Lack of Mobility
- Quality of life

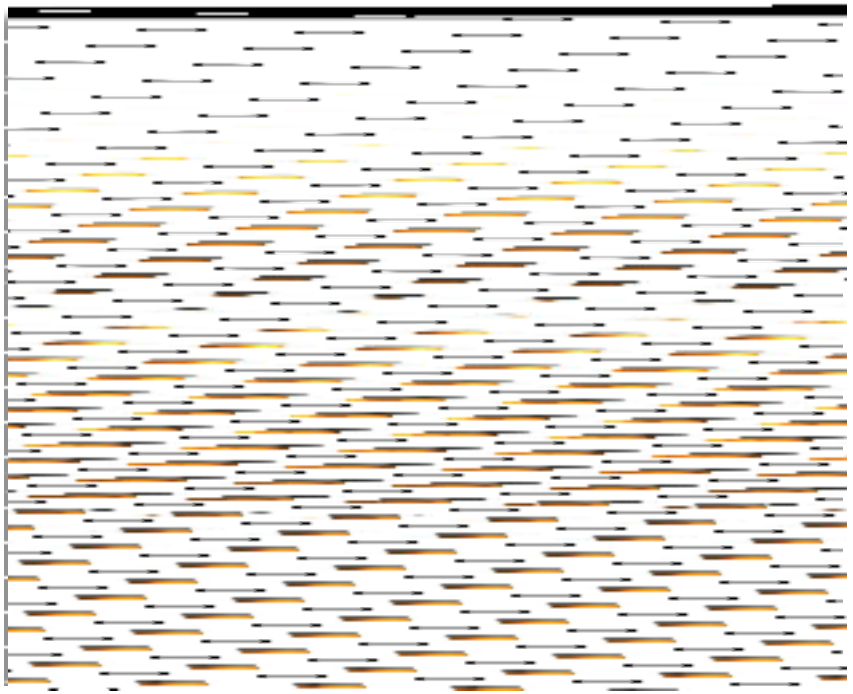
IV. Effect of Stress – Burnouts

- Burnout is a troublesome outcome of stress. It is desirable to examine burnout in detail.
- Burnout is a state of mind resulting from prolonged exposure to intense emotional stress. It manifests through emotional exhaustion and a combination of negative attitude.



V. Burnout

- Fatalism – A feeling that you lack control over your work.
- Boredom – A lack of interest in doing your job
- Discontent – A sense of being unhappy with your job
- Cynicism – A tendency to undervalue the content of your job
- Inadequacy – A feeling of not being able to meet your objectives
- Failure – A tendency to discredit your performance
- Overwork – A feeling of having too much to do and not enough time to complete it
- Nastiness – Rude behaviour
- Dissatisfaction – A feeling that you are not being justly rewarded for your efforts
- Escape – A desire to give up and give away the task.



IV. Stress VS Burnout

Stress	Burnout
➢The person feels fatigued	➢The individual encounters chronic exhaustion.
➢The person is anxious	➢The individual is hypertensive
➢The person is dissatisfied with his or her job.	➢The individual is bored and cynical about their work.
➢The person's job commitment has dropped off	➢The individual's job commitment is virtually nil, he or she is mentally detached from the organisation
➢The person feels moody	➢The individual feels impatient, irritable and unwilling to talk to others.
➢The person is having difficulty concentrating; he or she tends to forget things	➢The individual encounters mental depression
➢The person is having difficulty concentrating	➢The individual does not seem to know where he or she is , forgetfullness
➢The person undergoes physiological	➢The individual begins to voice

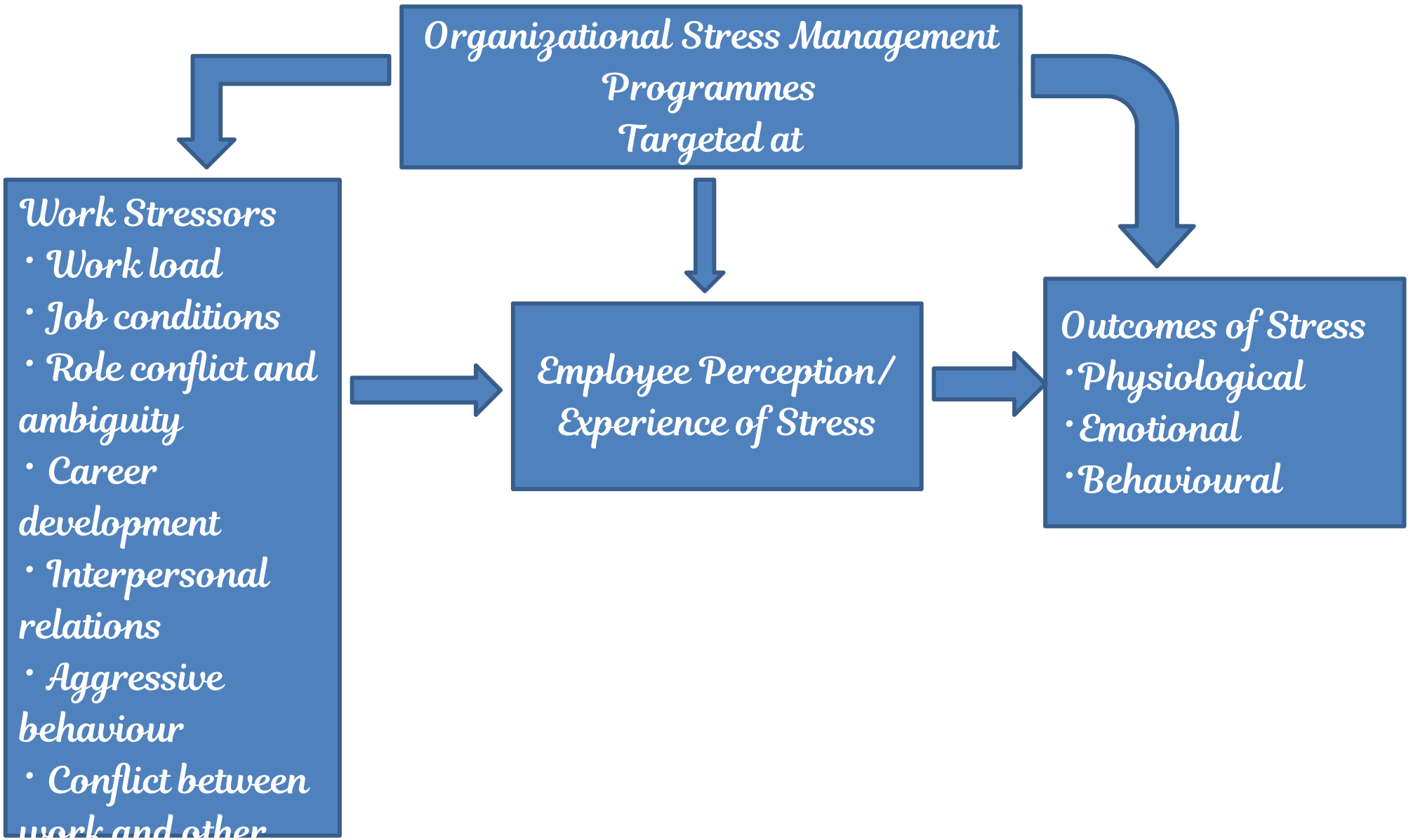
V. Stress Management – Individual Strategies, Organizational Strategies

- Individual Strategy:
  - Muscle Relaxation
  - Biofeedback
  - Meditation
  - Cognitive Restructuring
  - Time Management

V. Stress Management – Individual Strategies, Organizational Strategies

- Organizational Strategy:
  - 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 and sabbaticals
  - Management by objectives or other goal setting programmers
  - Greater levels of employee participation, particularly in planning changes that affect them and
  - Workshops dealing with role clarity and role analysis.
  - Employee assistance programme or wellness programmes are being increasingly used by firms now a days.

Targets of Organisational Stress Management Programmes



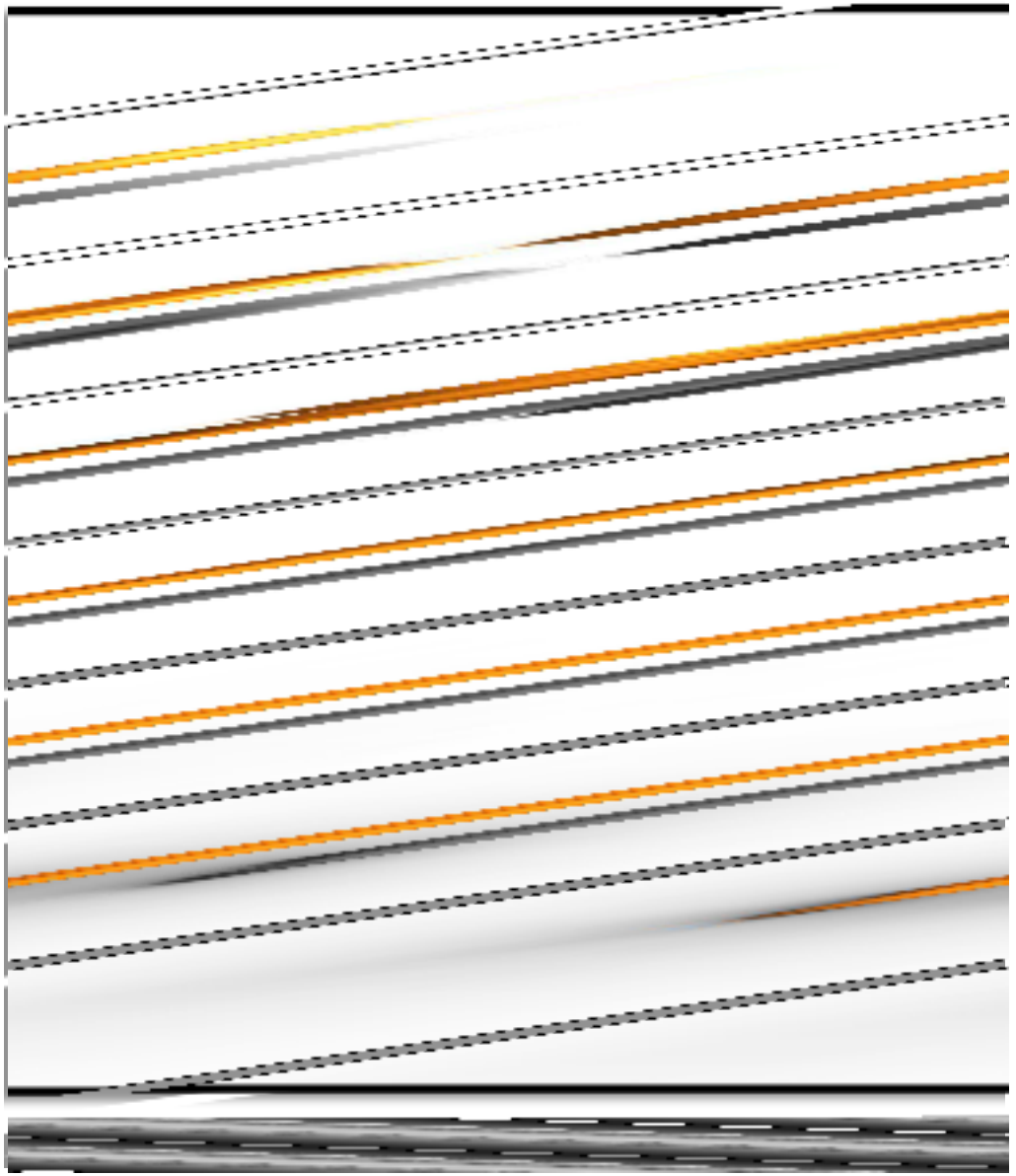
VIII. Employee Counseling

- It is usually been called as Employee Assistance Programme and it consists of
  - Diagnosis
  - Treatment
  - Screening
  - Prevention

- *End of Unit IV*

Unit V

I. Group Behaviour and Leadership Nature of Group,
II. Types of Groups;
III. Nature and Characteristics of team;
IV. Team Building,
V. Effective Teamwork;
VI. Nature of Leadership,
VII. Leadership Styles;
VIII. Traits of Effective Leaders



I. Group Behaviour and Leadership Nature of Group,

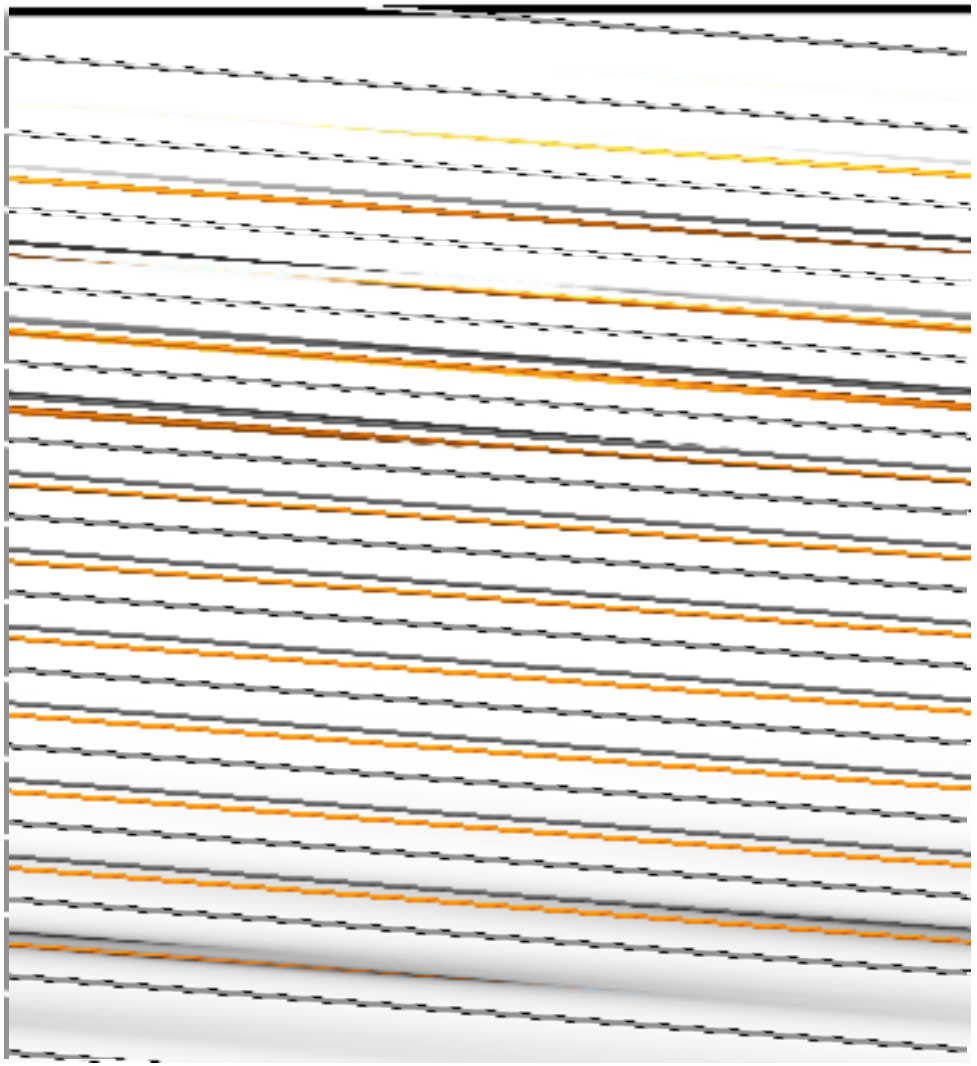
- *"A collection of two or more interacting individuals with a stable pattern of relationships between them, who share common goals and who perceive themselves as being a group"*

1. Group Behaviour and Leadership

Nature of Group,

1. Nature of Group

- Interaction among members.
- Shared goals
- People see themselves as groups
- Two or more people needed



II. Types of Group

III. Nature of a Team

- A team is a small group of people with complementary skills, who work actively together to achieve a common purpose for which they hold themselves collectively accountable.
- Teams are one of the major forces behind revolutionary changes in contemporary organizations.
- Teams that recommend things. Established to study specific problems and recommend solutions to them.
- Teams that run things – Have formal responsibility for leading other groups.
- Teams that make or do things. – Functional groups that perform ongoing tasks.

III. Characteristics of Team

- Characteristics of teams with homogeneous membership.
  - Members are similar with respect to such variables as age, gender, race, experience, ethnicity, and culture.
  - Members can quickly build social relations and engage in the interactions needed for teamwork.
  - Homogeneity may limit the team in terms of ideas, viewpoints, and creativity.

III. Characteristics of Team

- Characteristics of teams with heterogeneous membership.
  - Members are diverse in demography, experiences, life styles, and cultures, among other variables.
  - Diversity can help improve team problem solving and increase creativity.
  - Diversity among team members may create performance difficulties early in the team's life or stage of development.

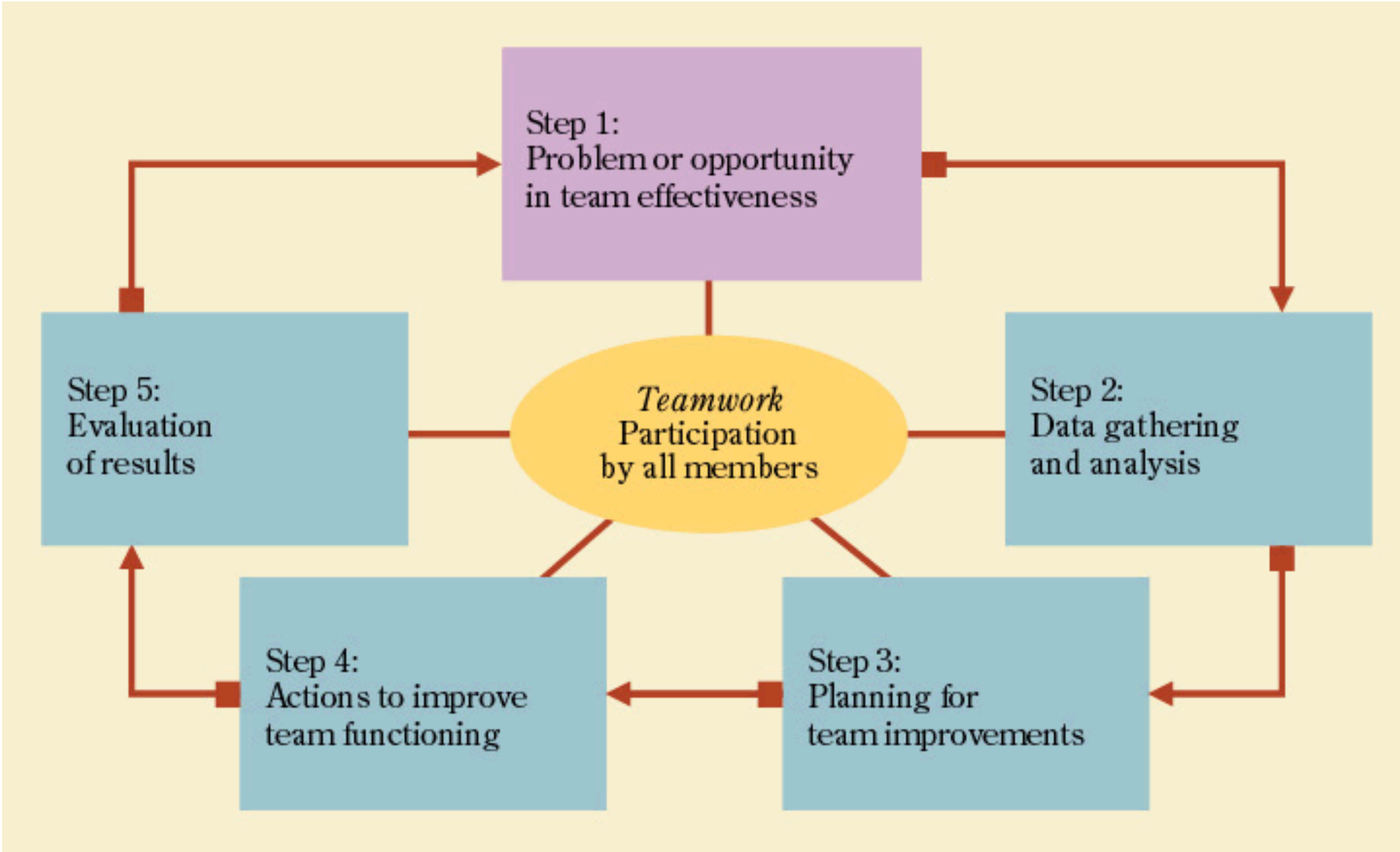
III. Characteristics of Team

- Characteristics of teams with heterogeneous membership(ont.).
  - Enhanced performance potential is possible once short-run struggles are resolved.
  - Diversity can provide great advantages for high-performance organizations.

IV. Team Building

- Work groups and teams must master challenges as they pass through the various stages of group development.
- Team building is a sequence of planned activities designed to gather and analyze data on the functioning of a group and to initiate changes designed to improve teamwork and increase group effectiveness.

IV. Team Building



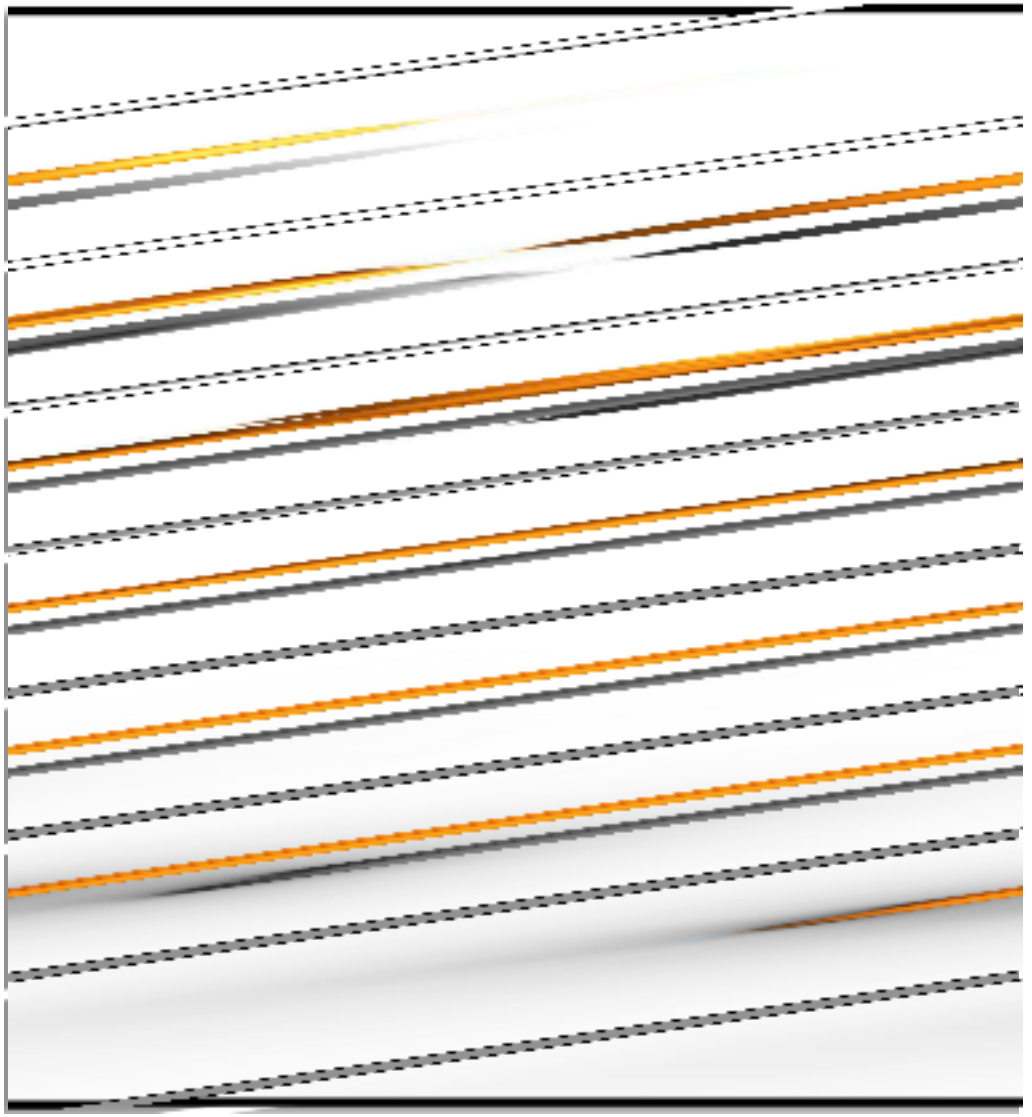
IV. Team Building

- Approaches to team building.
  - Formal retreat approach.
    - Team building occurs during an offsite retreat.
  - Continuous improvement approach.
    - The manager, team leader, or members take responsibility for ongoing team building.
  - Outdoor experience approach.
    - Members engage in physically challenging situations that require teamwork.

IV. Team Building

- Forming
- Storming
- Norming
- Performing

- <u>Every</u> effective team goes through these life cycle stages



IV. Team Building

Forming

- Team members are introduced and begin getting to know each other
- Goals and tasks are established
- Generally polite behavior among members
- Norms are not understood

IV. Team Building

Storming

- Members are sizing each other up and may feel more comfortable and voice their views
- Members may compete for team roles
- May argue about goals or how they should be accomplished
- May choose sides against other members

IV. Team Building

Norming

- Once issues are resolved, agreement occurs around team norms and expectations
- Trust and common interests are developing
- Roles and objectives are clarified and understood

IV. Team Building
Performing

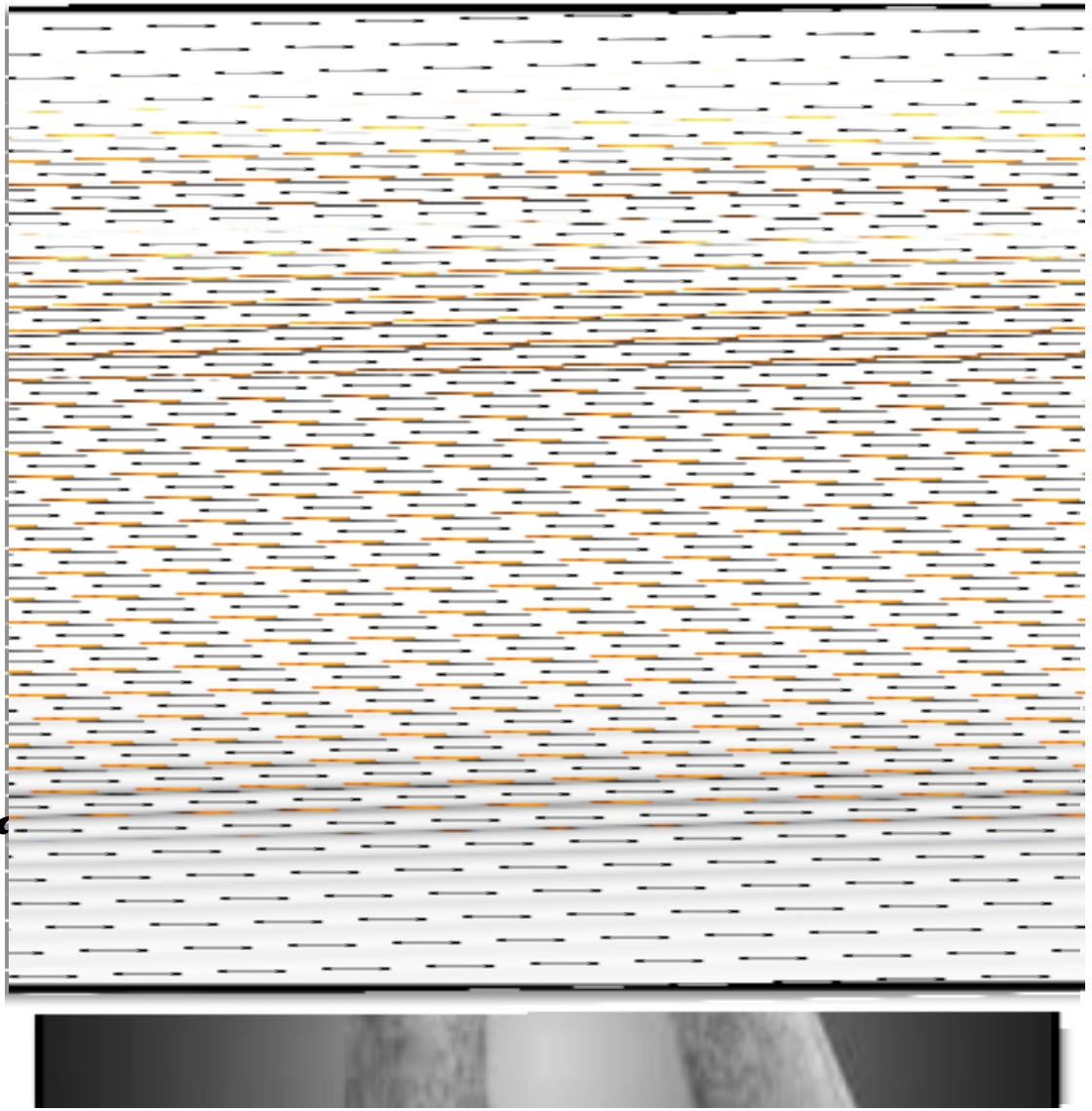
- Members make contributions and are motivated by results
- Leadership is shared according to members' knowledge and skills
- Norms and culture are well understood
- Tasks get accomplished effectively and efficiently

V. Effective Team Work

UNITY OF PURPOSE
WELL DEFINED ROLES
ATTENTION TO RESULTS
FREEDOM OF EXPRESSION
EFFECTIVE COMMUNICATION

V. Effective Team Work

- COMMUNICATION
- LISTENING
- TEAM DIVERSITY
- MOTIVATION
- RESOLVING CONFLIC



VI Nature of Leadership,

Traitist

- traits are relative to a specific social situation and are not exhibited in isolation
- Traits are not uniform for everybody and changes as per the situation.
- The person who becomes a leader surpasses others in some qualities required by the goal in the particular situation. He writes leadership is both a function of these two interactions.

Situationist

- The situationist approach to leadership provides a corrective to the traitist approach which regarded leaders as uniquely superior individuals who would lead in whatever situation or time they might find themselves.
- This approach emphasizes that leadership is specific to a specific situation.
- A leader in one group is not necessarily a leader in another. A leader in the class may not be a leader in the playground. Though leadership may be considered as behavior specific to a given situation yet it does not mean that there is no generality of traits on the basis of which certain persons may be rated leaders.

VII Leadership Styles;

- A leadership style is a leader's style of providing direction, implementing plans, and motivating people. There are many different leadership styles that can be exhibited by leaders in the political, business or other fields.

I. Authoritarian or Autocratic
II. Paternalistic
III. Democratic
IV. Laissez-faire
V. Transactional
VI. Transformational

VIII Traits of Effective Leaders

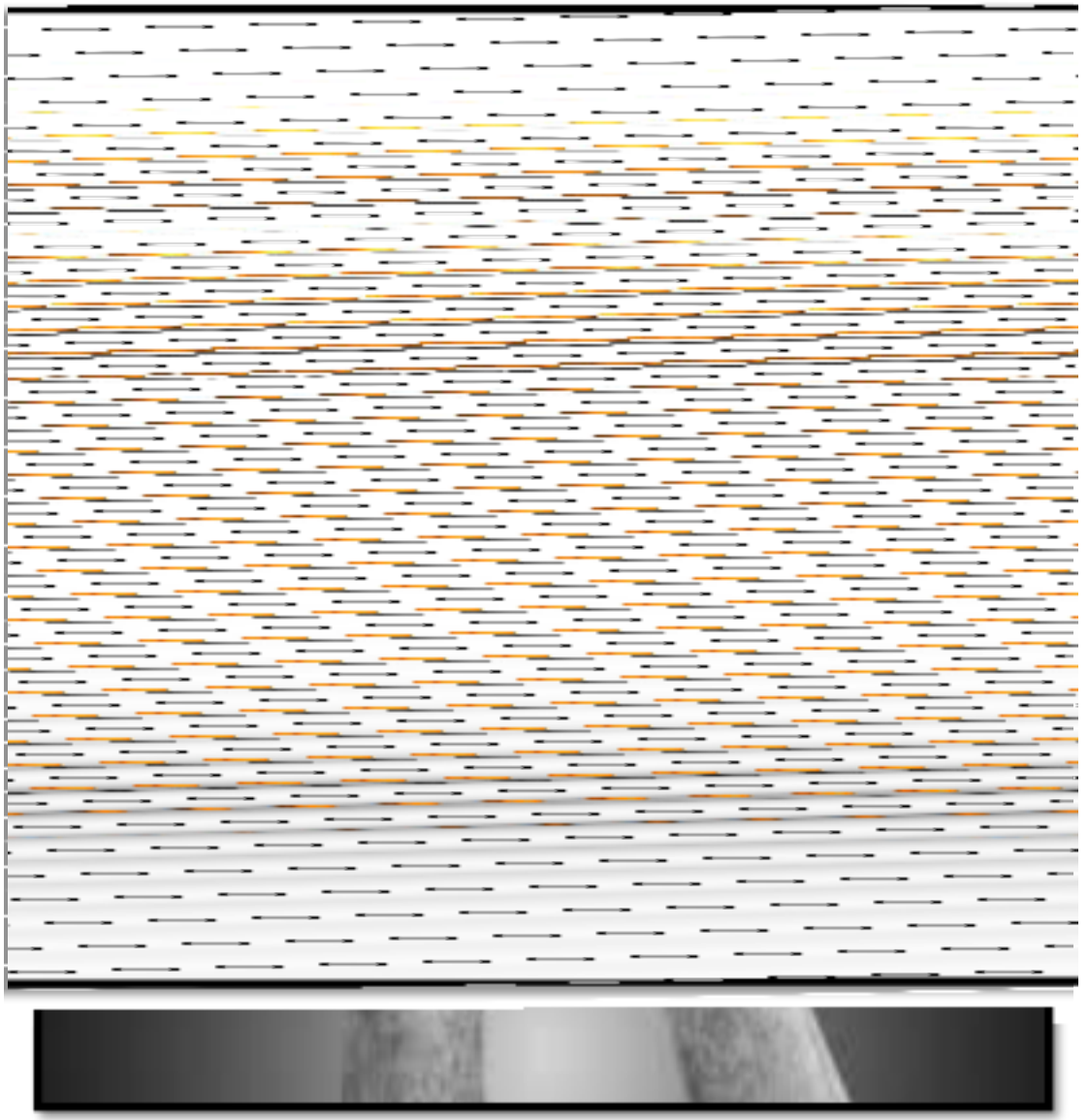
- *"traits plus motivation equals leadership"*

- *Personality*
- *Persuasive*
- *Persistence*
- *Patience*
- *Perceptive*
- *Probity*
- *Praise giving*
- *Positive orientation*
- *people based*
- *Practical*
- *Possible*
- *Progressive*
- *Prepared*
- *Power-building*

End of Unit V

Unit VI

I. Conflict in Organizations
II. Nature of Conflict,
III. Process of Conflict;
IV. Levels of Conflict –
V. Intrapersonal,
VI. Interpersonal;
VII. Sources of Conflict;
VIII. Effect of Conflict;
IX. Conflict Resolution,
X. Meaning and types of Grievances & Process of Grievances Handling.



1. Conflict in Organizations

- There are at least two independent groups, the groups perceive some incompatibility between themselves, and the groups interact with each other in some way (Putnam and Poole, 1987).
- "process in which one party perceives that its interests are being opposed or negatively affected by another party" (Wall & Callister, 1995, p. 517), and
- "the interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities" (Rahim, 1992, p. 16).

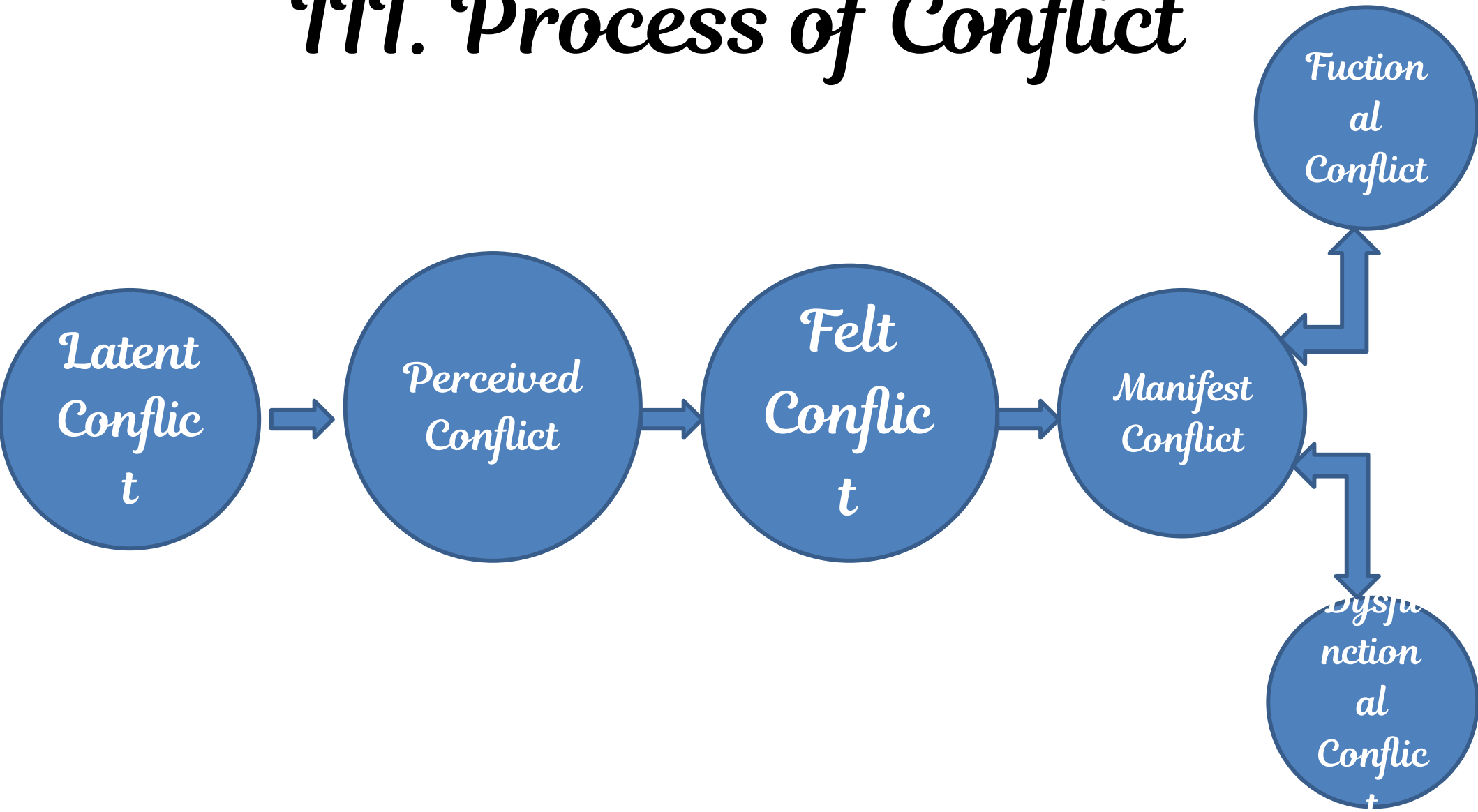
I. Conflict in Organizations

- Conflict varies in intensity. It may seen as a (1) mild difference, (2) disagreement, (3) dispute, (4) campaign, (5) litigation, or (6) fight or war
- Is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals

II. Nature of Conflict

- In classical bureaucratic organizations, conflict is something to be suppressed and avoided.
  - Organizations should be smooth running, harmonious and ordered.
  - Use of control and structure to manage conflict.
- Human relations views see conflict as a failure to develop appropriate norms for groups.
  - Seeks to achieve harmony through happy, congenial work groups.

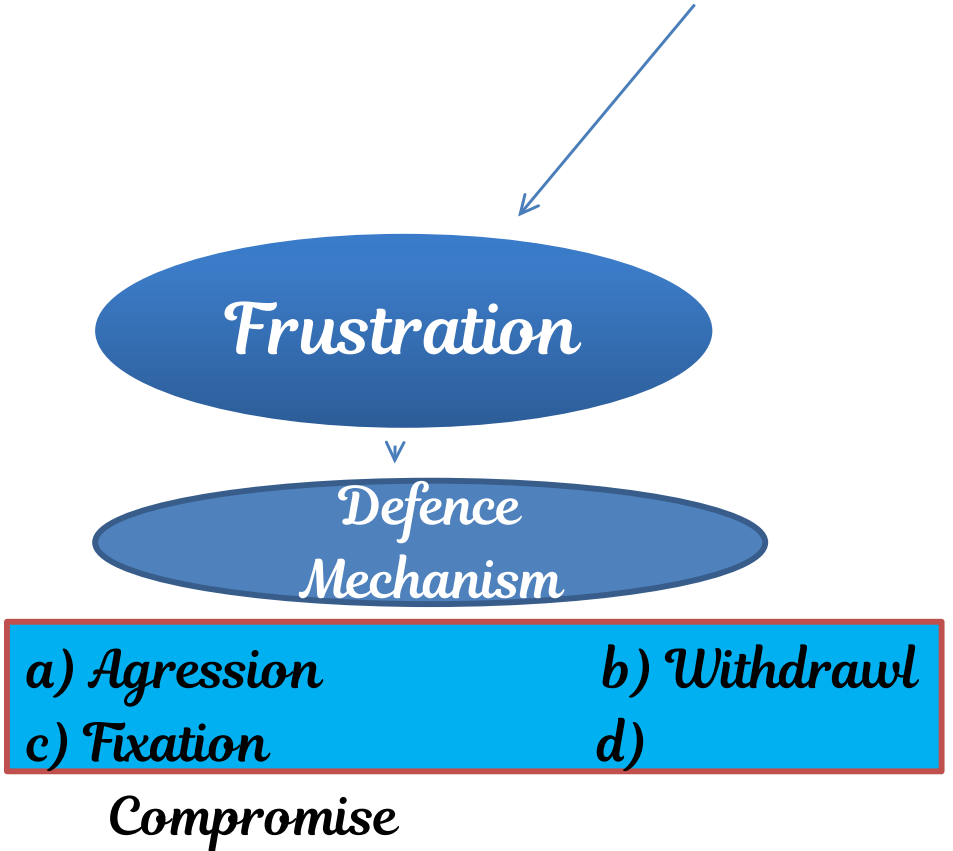
III. Process of Conflict



IV Levels of Conflict

IV Levels of Conflict

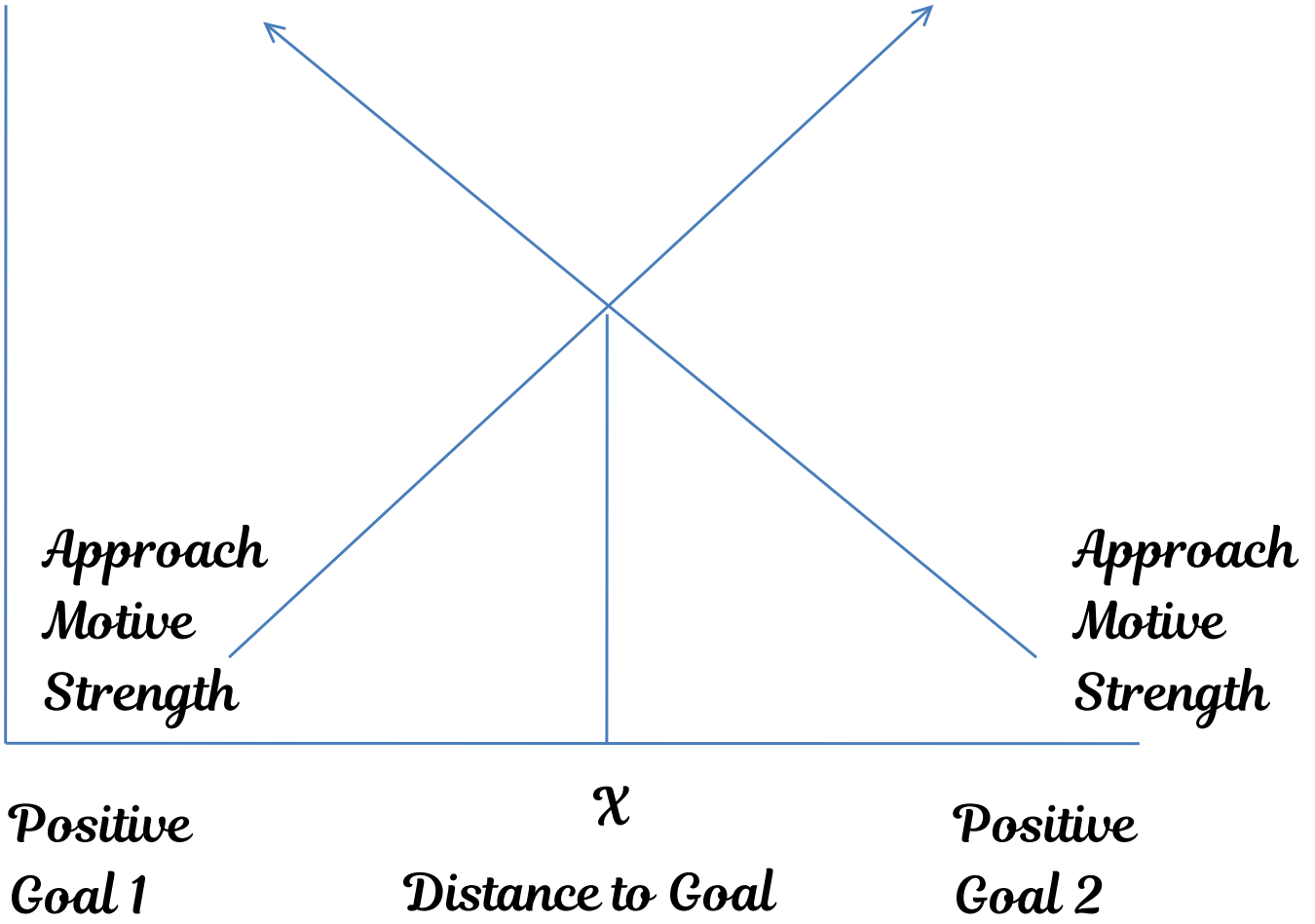
a) Intra Individual Conflict



IV Levels of Conflict

a) Intra Individual Conflict

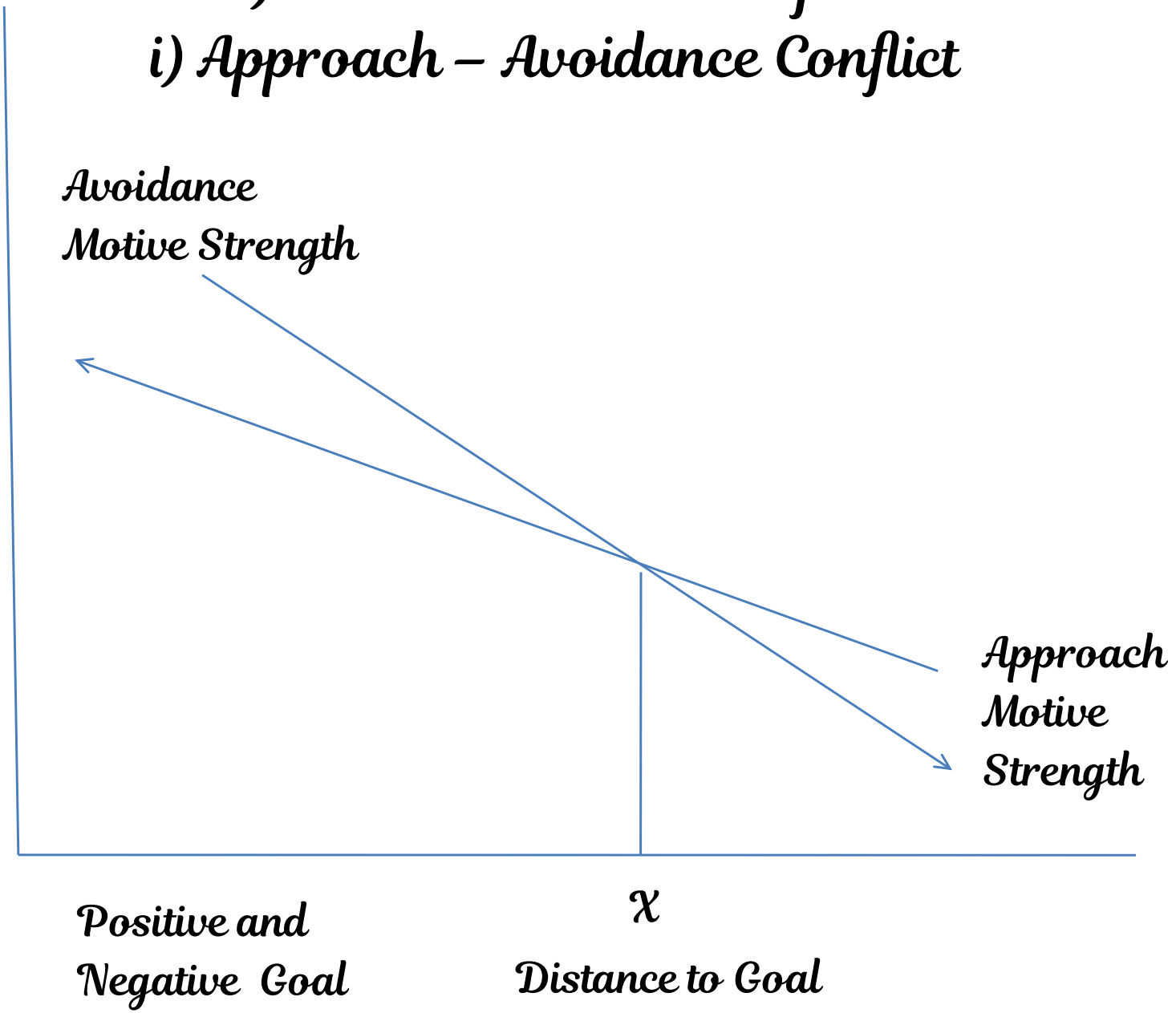
i) Approach Approach conflict



IV Levels of Conflict

a) Intra Individual Conflict

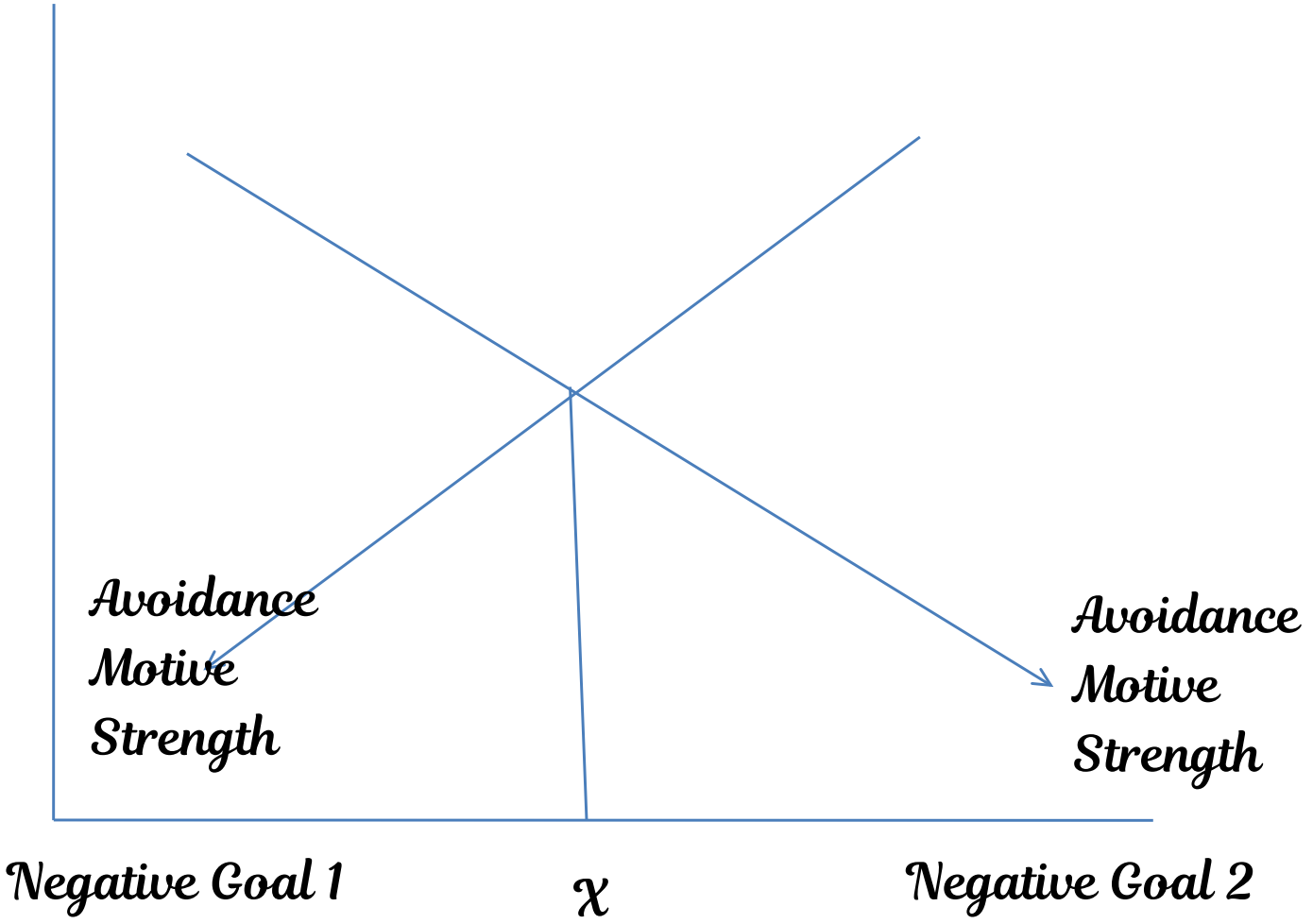
i) Approach – Avoidance Conflict



IV Levels of Conflict

a) Intra Individual Conflict

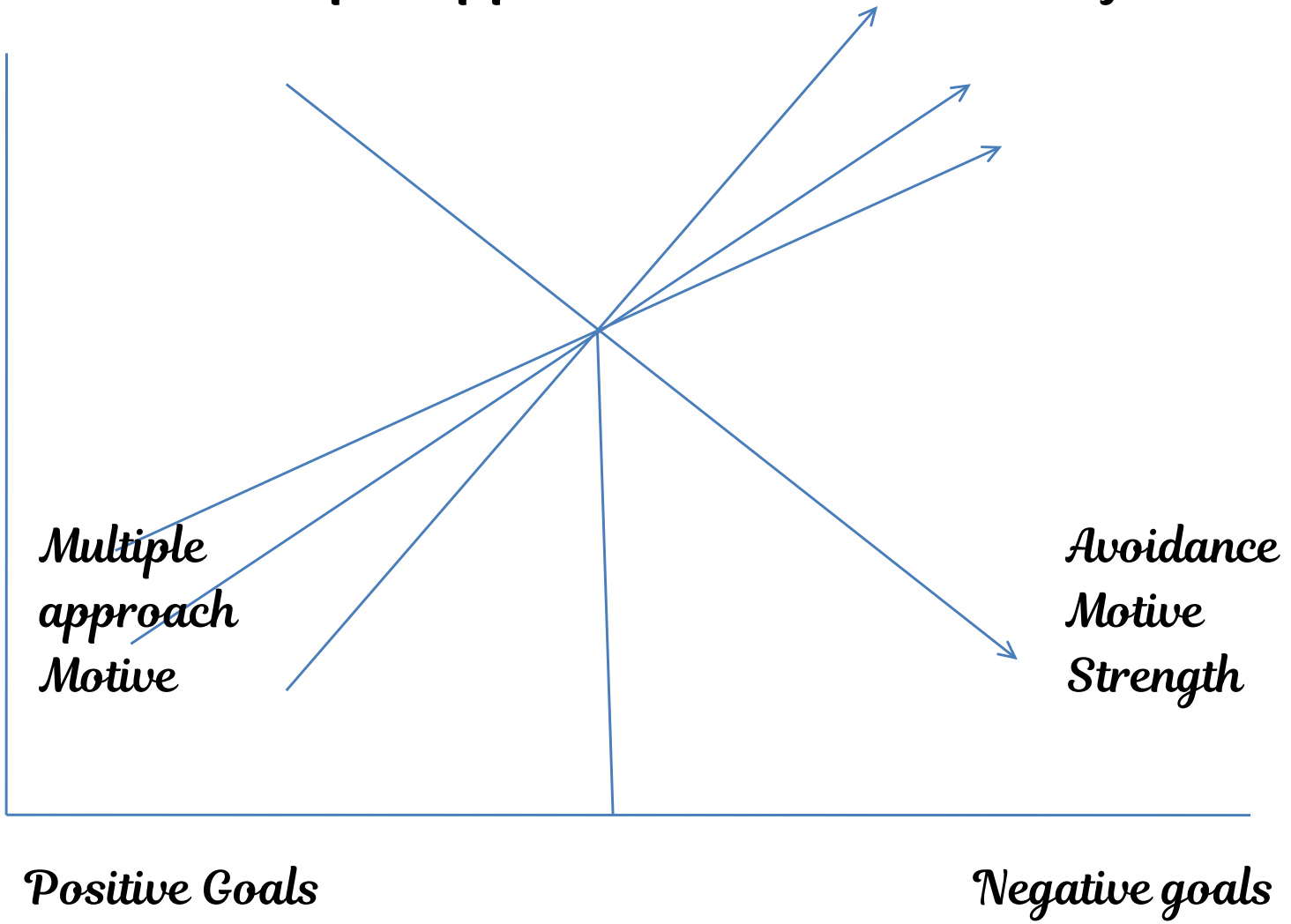
iii) Avoidance – Avoidance conflict



IV Levels of Conflict

a) Intra Individual Conflict

iv) Multiple approach-avoidance conflict



V. Levels of Conflict
b) Inter-Personal Conflict

- Inter-Individual conflict occurs between tow individuals in an organization. It arises mainly because of differences in perception, temperaments, personalities, value systems, socio-cultural factors, and role ambiguities.

- Transactional Analysis(TA), Johari Window, Stroking, and Life Positions seek to explain the phenomenon of inter-personal conflict.

V. Levels of Conflict
b) Inter-Personal Conflict
i) Transactional Analysis(TA)

- Transactional Analysis: When two people interact with each other there results a social transaction. Analysis of the social transactions is called Transactional Analysis.(TA)
- TA was introduced by Eric Bern and popularized by Thomas Harris in the 1960s.

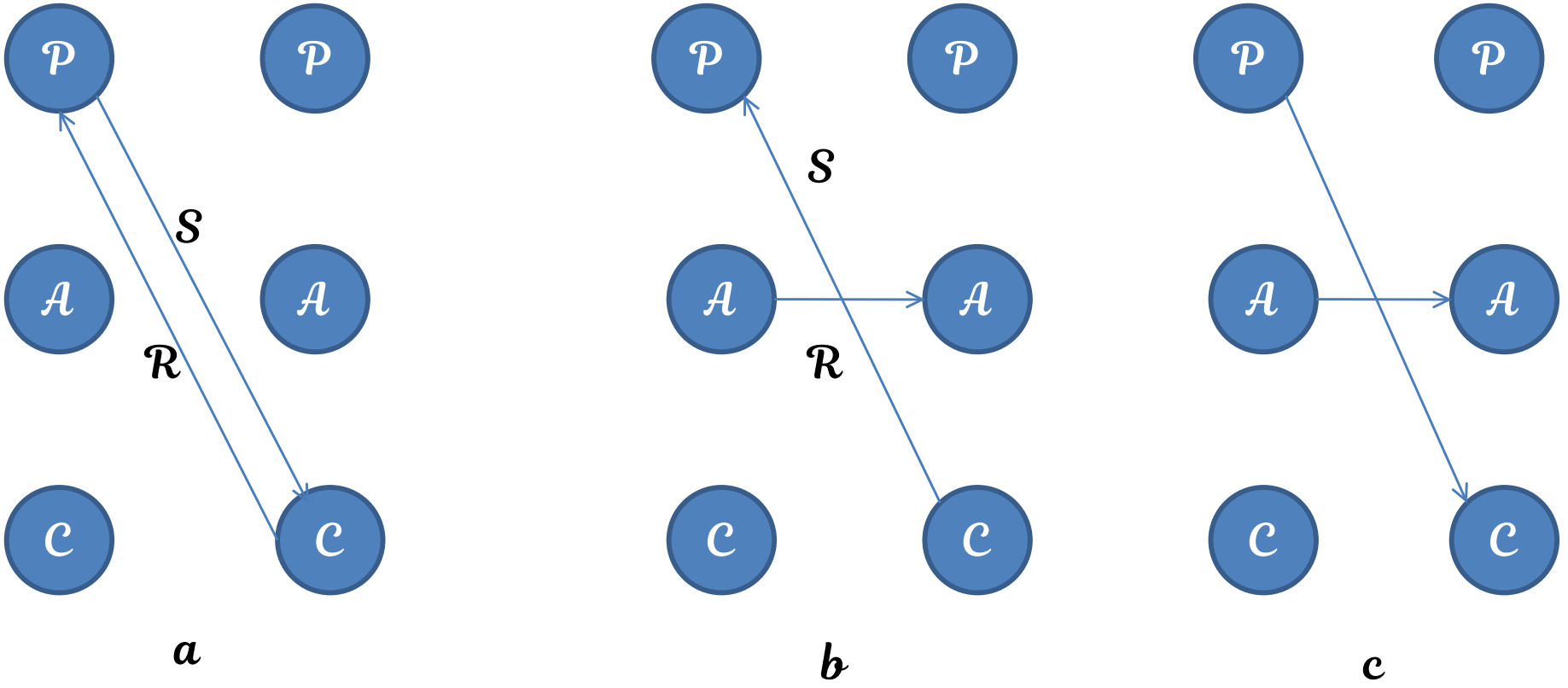
- "The study of moves people make in their dealings with each other and is based on the idea that people's interactions resemble moves in games."

V. Levels of Conflict

b) Inter-Personal Conflict

i) Transactional Analysis(TA)

Complimentary, Crossed and Ulterior Transactions



P=Parent, A=Adult, C=Child, S=Stimulus, R=Response

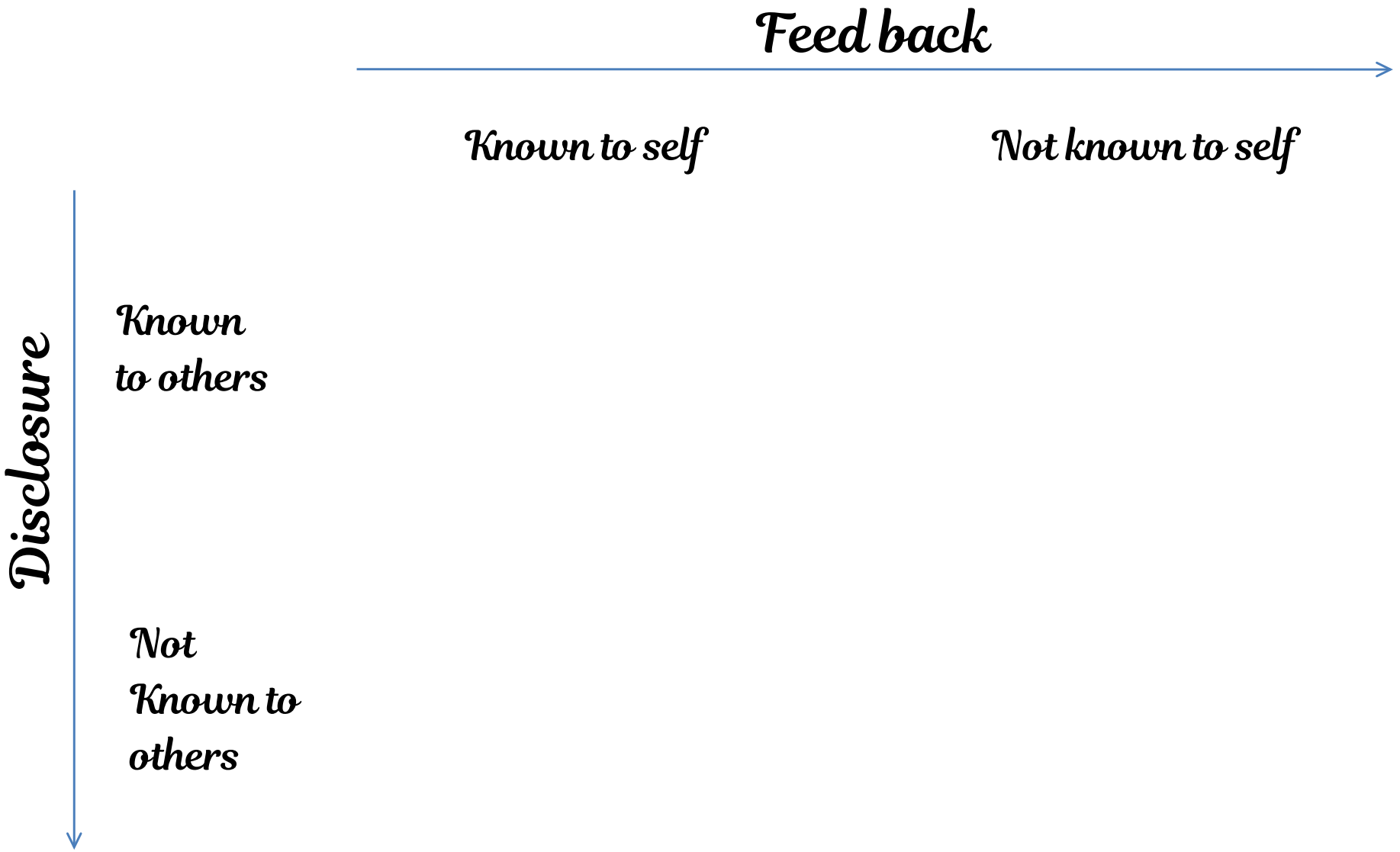
V. Levels of Conflict
b) Inter-Personal Conflict
ii) Johari Window

- Development by Joseph Luft and harry Ingham(thus the name Johari Window), this model is highly useful in analysing the causes for inter-personal conflict. The model is based on two assumptions
  - Degree to which the person knows about himself or herself.
  - Degree to which the person is known to others.

V. Levels of Conflict

b) Inter-Personal Conflict

ii) Johari Window



V. Levels of Conflict

b) Inter-Personal Conflict

iii) Undisclosed self, Stroking, Life Positions

Positiv
e

Negative

Negative

Positive

VI. Sources of Conflict

- Poor communication
- Different Values:
- Differing Interests
- Scarce Resources
- Personality clashes.
- Poor Performance.
- Task Inter dependence
- Task Ambiguity
- Goal Incompatibility
- Competition for Limited Resources
- Competitive Reward System
- Line and Staff

VII Effect of Conflict

Positive

- Increased Involvement
- Increased Cohesion
- Increased Innovation and Creativity
- Personal growth and change
- Clarification of key issues
- Organizational vibrancy
- Individual and Group Identities

Negative

- Unresolved anger
- Personality classes
- Less Self-esteem
- Inefficiency
- Diversion of energy from work
- Psychological well being threatened
- Wastage of resources
- Negative climate
- Group cohesion disrupted.

VIII Conflict Resolution,

a) Resolving Intra-Personal Conflict

VIII Conflict Resolution,

a) Resolving Inter – Personal Conflict

VIII Conflict Resolution,

a) Resolving Intra – Group Conflict

VIII Conflict Resolution,

a) Resolving Inter – Group Conflict

IX. Meaning and types of Grievances & Process of Grievances Handling.

- **Dissatisfaction :** Anything that disturbs an employee, whether or not the unrest is expressed in words.

- **Complaint :** A spoken or written dissatisfaction brought to the attention of the supervisor or the Shop Steward (In – Charge).

- **Grievance :** A complaint that has been formally presented to a Management Representative or to a Union Official