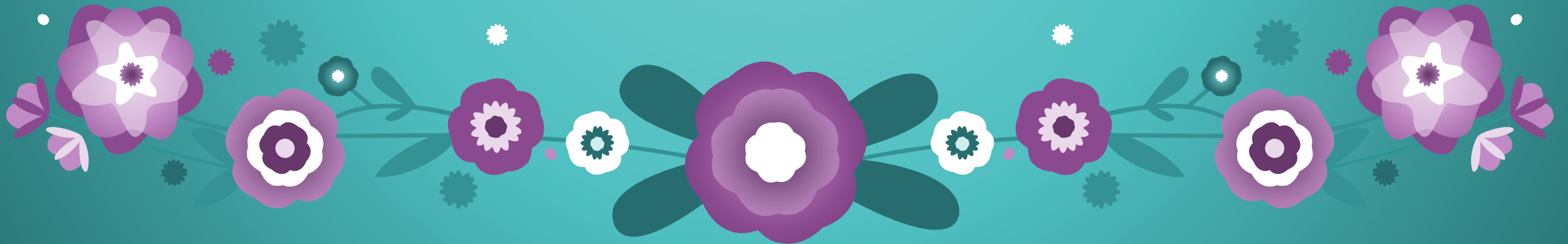


Introduction to Organizational Behavior

FYBBI



Unit I

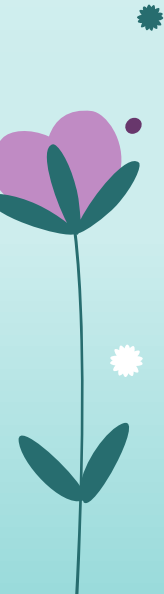
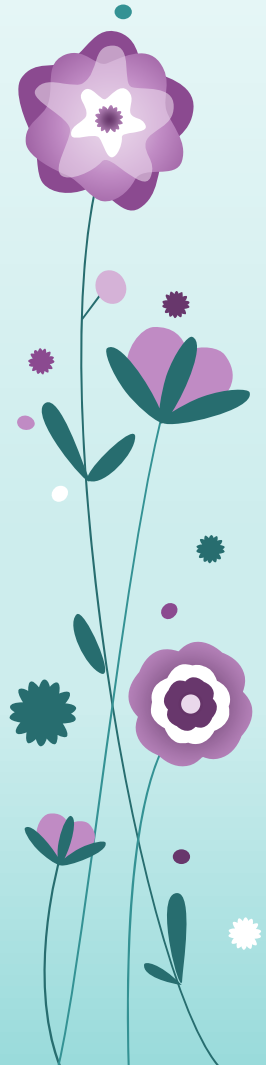
Introduction to OB

Basic Question

Why to study OB(for Banking Insurance students)

Your ability to manage people and get work done through them

OB is all about



Definition

“The study and application of knowledge about how people –as individuals and as groups-act within organization”

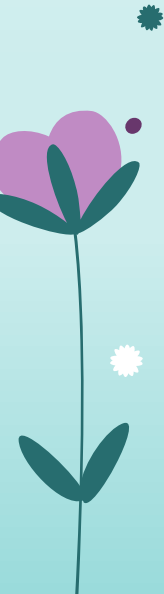
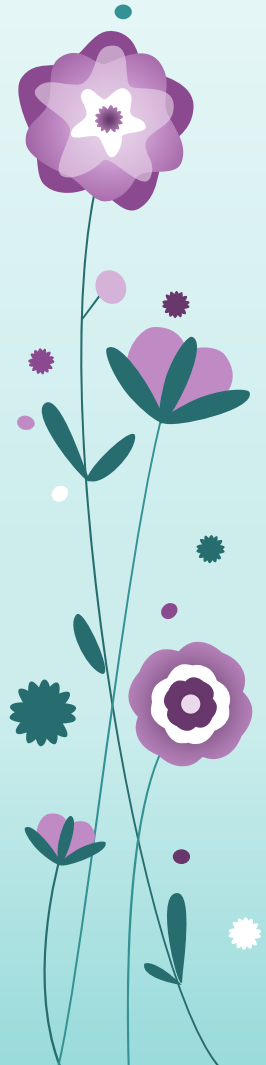
-by John Newstrom and Keith Davis

“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”

-by Greenberg and Baron

People at different level

- **Individual Level-** individual attitude, personality and motives affect the employee behavior at work
- **Interpersonal level-** how two employee interact with each other and how their actions affect each other
- **Group level-**the impact of formal and informal groups on organization

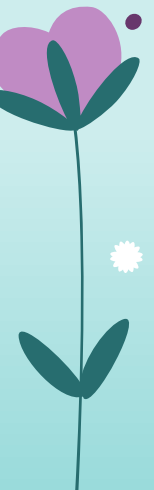
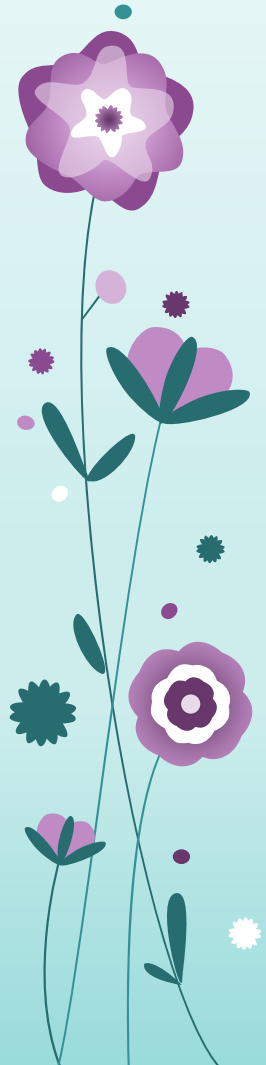


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- **Intergroup level**-coordinating the efforts of different groups for the smooth attainment of organizational objectives
- **Organizational level**-it studies the way organizations are structures ,the culture that exists in them and the impact of such factors on individuals and groups within the organization
- **Interorganizational level**-concerned with the impact of mergers, acquisitions , joint-ventures and the external environment on people working in the organization.

Goals of Organizational behavior

- **Describe behavior**-It describes how people behave under different conditions, it helps managers to describe and communicate various aspects of human behavior in a common and consistent language
- **Understand behavior**-Important goal of OB is to understand and explain the causes of people's behavior, it tries to find the reasons behind human actions.





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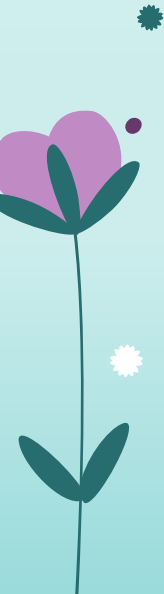
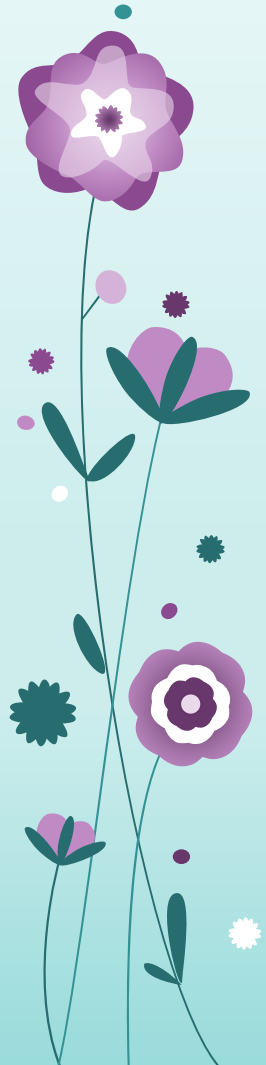
- **Predict behavior**-To understand in a better way the behavior of employee in a different situation. knowledge of OB helps managers to identify productive and unproductive employee
- **Control behavior**-It is to control or influence behavior in ways that is beneficial to everyone in the organization

The true goal of organization behavior is to serve as a human tool for human benefit



The interdisciplinary Nature of Organizational behavior

- **Psychology**-It describe as “a science that seeks to measure, explain and change the behavior of humans and other animals” (Robbins and Judge,2009).It’s important contribution on learning, perception, motivation, leadership.....
- **Social Psychology**-It studies how people influence each other by combining concepts and ideas, it also influence how change should be implemented and how obstacles to change can be overcome.



Cont....

- **Sociology-** It is the study of people in relation to their social environment or culture” (Robbins and Judge,2009).It studies intergroup behavior, organization change, theory, technology, power and politics, change, culture
- **Anthropology-**”It is the study of societies to learn about human being and their activities” (Robbins and Judge,2009).It understand different values, attitudes and behavior of people in different countries and organization

Models of Organizational behavior

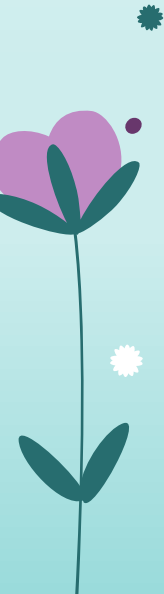
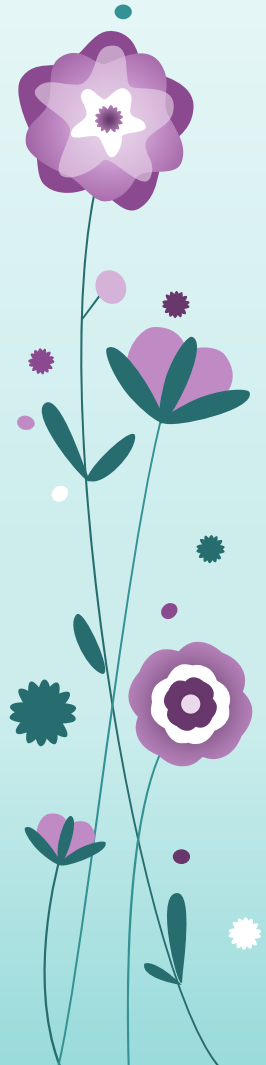
- **The Autocratic Model (Theory X)**- The root level of this model is power with a managerial orientation of authority. The employees in this model are oriented towards obedience and discipline. They are dependent on their boss. The employee requirement that is met is subsistence. The performance result is less.
- The major drawbacks of this model are people are easily frustrated, insecurity, dependency on the superiors, minimum performance because of minimum wage.

Cont..

- **The Custodial Model-** The root level of this model is economic resources with a managerial orientation of money. The employees in this model are oriented towards security and benefits provided to them. They are dependent on the organization. The employee requirement that is met is security.
- This model is adapted by firms having high resources as the name suggest. It is dependent on economic resources. This approach directs to depend on firm rather than on manager or boss. They give passive cooperation as they are satisfied but not strongly encouraged.

Cont...

- **The Supportive Model (Theory Y)**- The root level of this model is leadership with a managerial orientation of support. The employees in this model are oriented towards their job performance and participation. The employee requirement that is met is status and recognition. The performance result is awakened drives.
- This model is dependent on leadership strive. It gives a climate to help employees grow and accomplish the job in the interest of the organization. Management job is to assist the employee's job performance. Employees feel a sense of participation.



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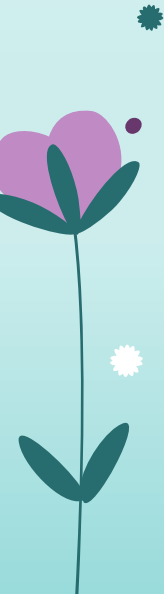
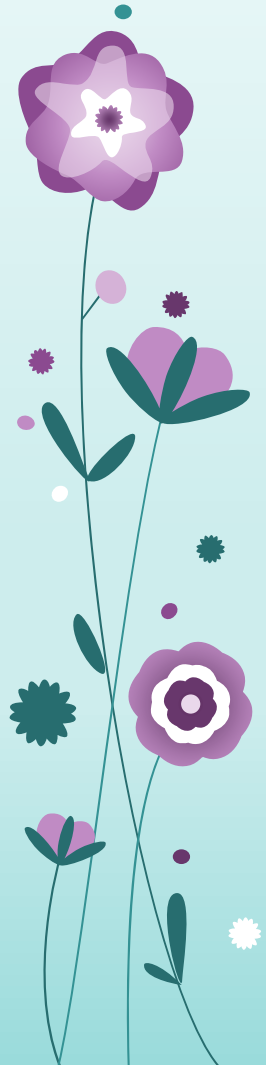
- **The Collegial Model-** The root level of this model is partnership with a managerial orientation of teamwork. The employees in this model are oriented towards responsible behavior and self-discipline. The employee requirement that is met is self-actualization. The performance result is moderate zeal.
- This is an extension of supportive model. The team work approach is adapted for this model. Self-discipline is maintained. Workers feel an obligation to uphold quality standard for the better image of the company. A sense of “accept” and “respect” is seen.

Scope of Organizational Behavior

Challenges and Opportunities

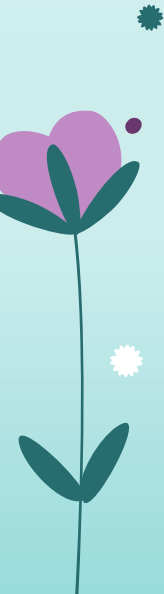
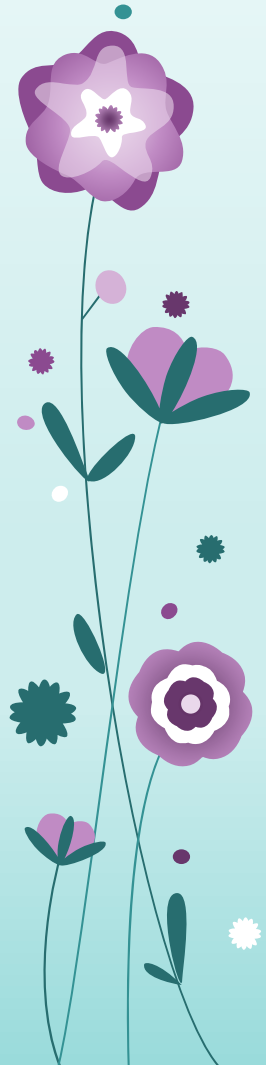
The challenge of Globalization

- **Foreign assignments-** Managers have to manage offices and divisions in different countries.
- **Working with culturally different people-** A challenge for modern managers is to understand these geographic, cultural and religious difference and change their management style accordingly.



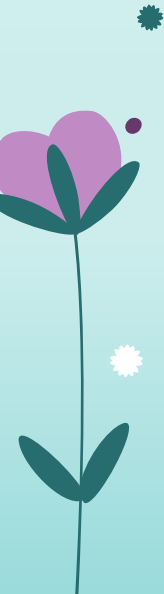
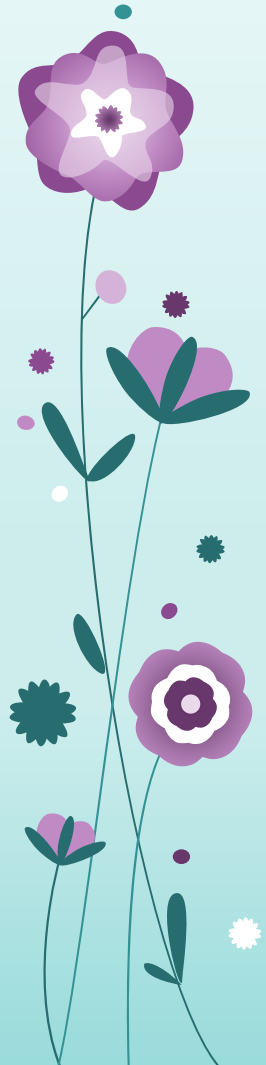
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- **Handling the backlash of anticapitalism-** A challenge for managers is to be sensitive to the different values of their employees. Managers must learn to modify their management style
- **The problem of outsourcing and low-cost labor-** It creates severe criticisms from labor groups as well as politicians of advanced countries. Managers have to take every step and decision very carefully.



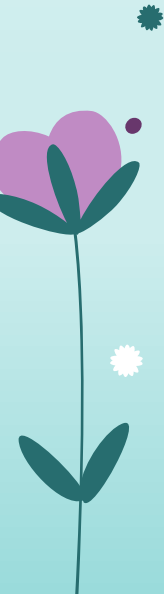
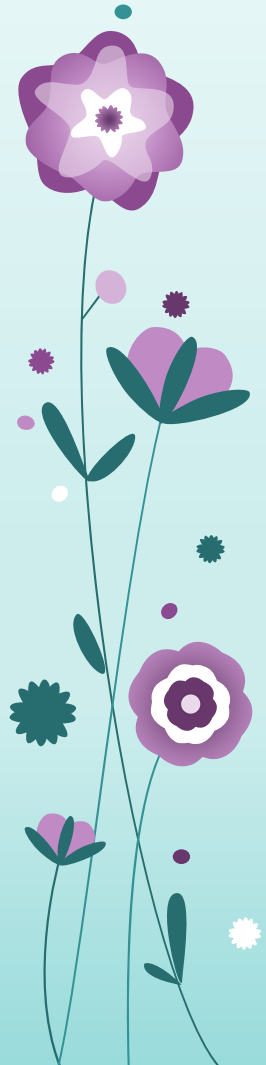
Cont....

- **The danger of terrorism-** Incidents of 9/11 and 26/11. The real challenge for a manager is when he has to go a country and work with people who have negative feelings and sentiments against the managers.



The challenge of Managing a Diversified Workforce

- **Gender**
- **Race**
- **National origin**
- **Age**
- **Disability**
- **Domestic partners**
- **Religion**

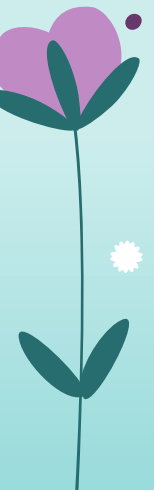
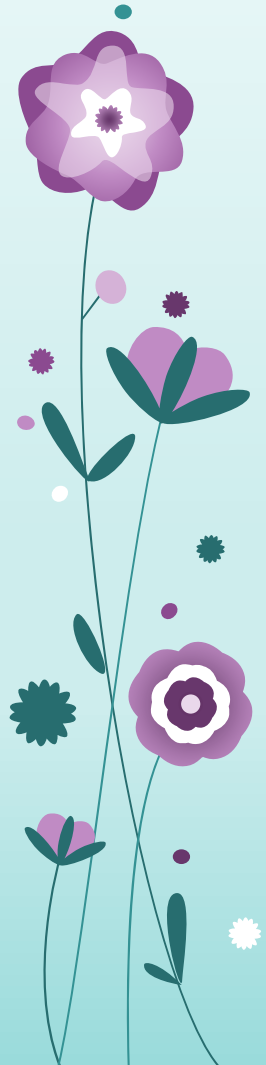


Challenges

- The Challenge of improving customer service
- The Challenge of working in networked organizations
- The Challenge of creating a positive work Environment
- The Challenge of striking work-life balance
 - The emergence of the global organization
 - The advance in communication technology
 - Organizations have become more demanding
 - The number of dual-career couples has increased

Limitations of organizational behavior

- No two people are the same
- No two situations are the same
- Two people may not always act in the same manner in the same situation
- The same person may not act in the same way in the same situation

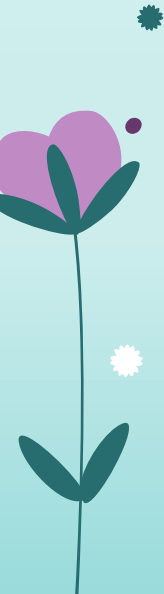
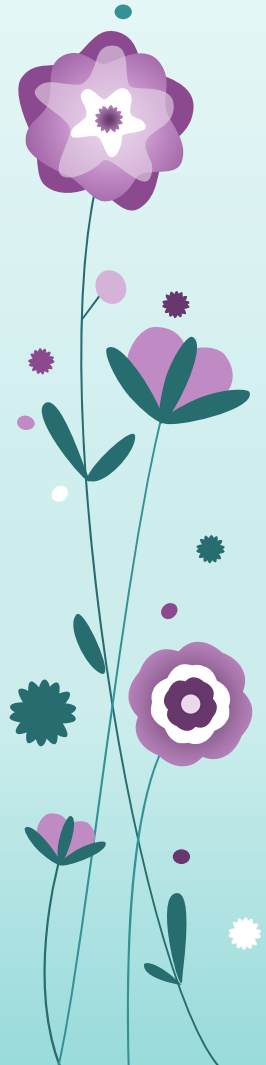


Behavioral Bias

Behavioral bias or too much care and concern for people may actually harm employees rather than do any good.

Behavioral bias may cause

1. Dependence
2. Contentment
3. Indiscipline and irresponsible



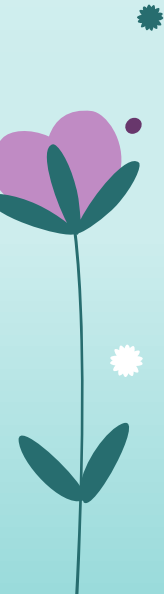
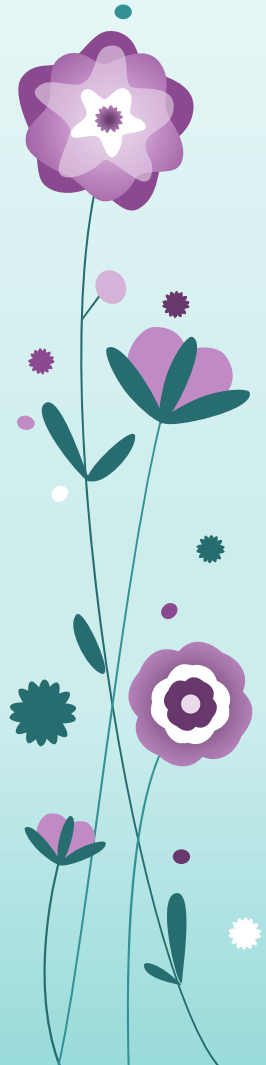
Unethical practices and Manipulation of people

Unethical use of OB is possible but this can be avoided if people holding positions of authority and power in organizations set and maintain high standards of ethics and moral integrity. Ethical leadership will pave the way for ethical practices. According to Newstrom and Davis, ethical leadership is based on the principles of ..

1. Social responsibility and obligation
2. Open communication
3. Cost-benefit analysis

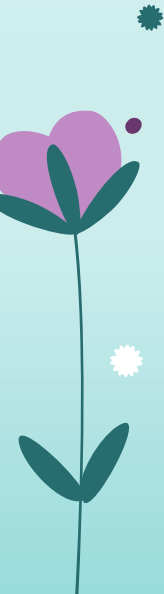
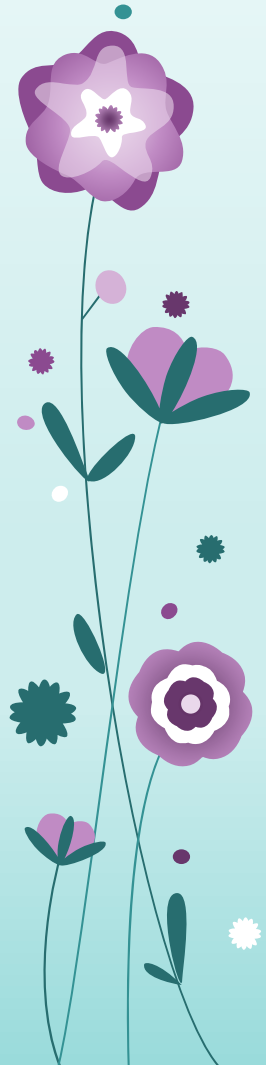
Thank You

End of chapter 1



Motivation

- The word motivation is derived from the word 'motive' which is defined as an active form of a desire, craving or need which must be satisfied. Motivation is the key to organizational effectiveness. The manager in general has to get the work done through others. These 'others' are human assets or resources. They are to be motivated to work to attain the organizational objectives.



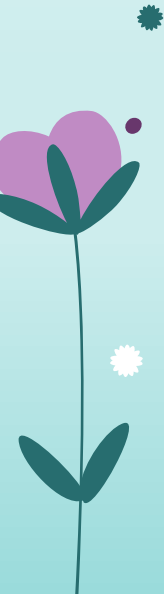
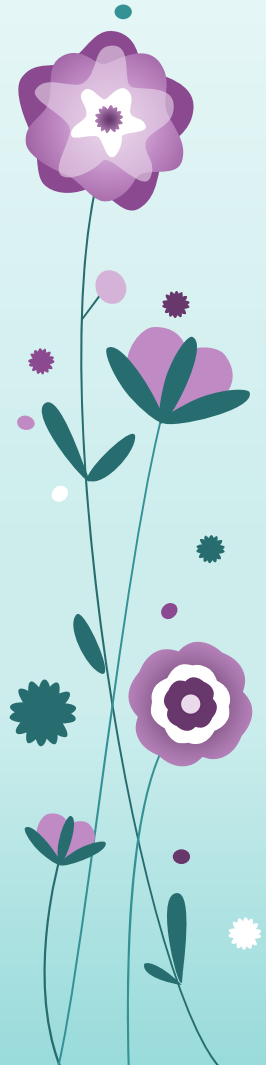
Definition

Motivation is defined as,

“The set of forces that cause people to choose certain behaviors from among the many alternatives open to them”.

“Motivation is the desire within an individual that stimulates him or her to action” – George R. Terry.

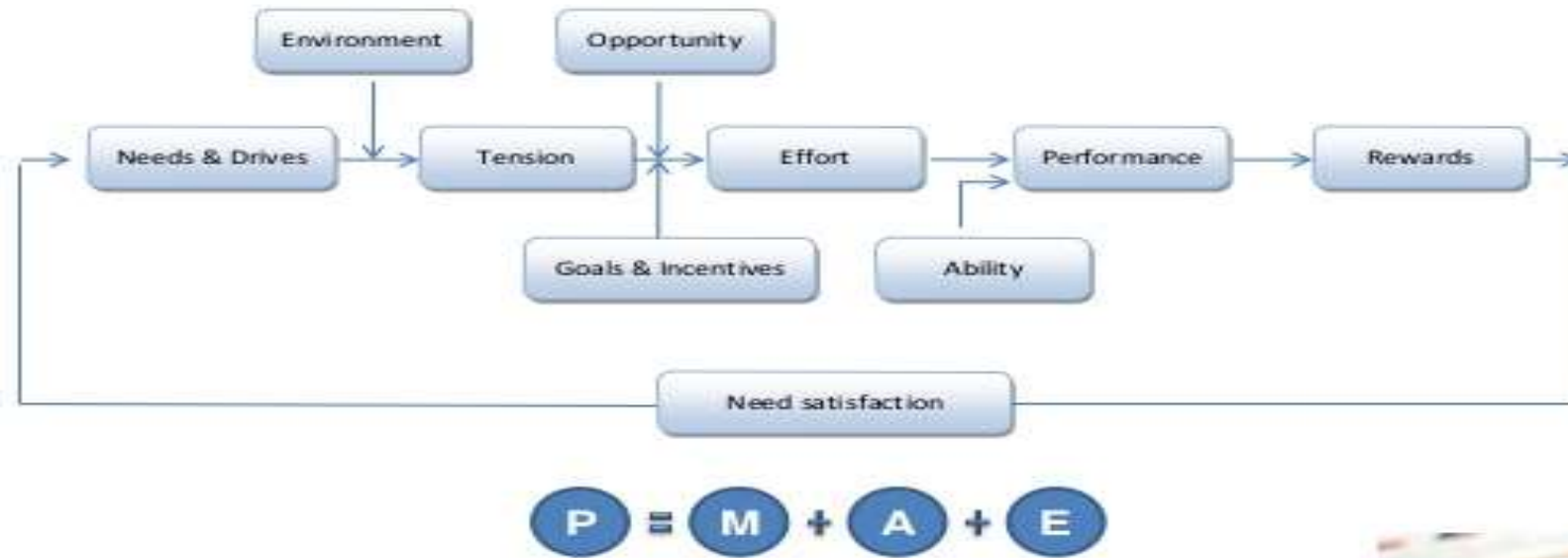
- “The complex of forces starting and keeping a person at work in an organization” – Robert Dubin



A Model of Motivation

The Model of Motivation

The role of motivation in performance is summarized in the following figure:

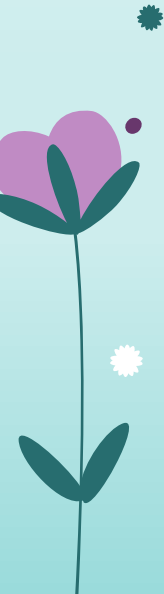
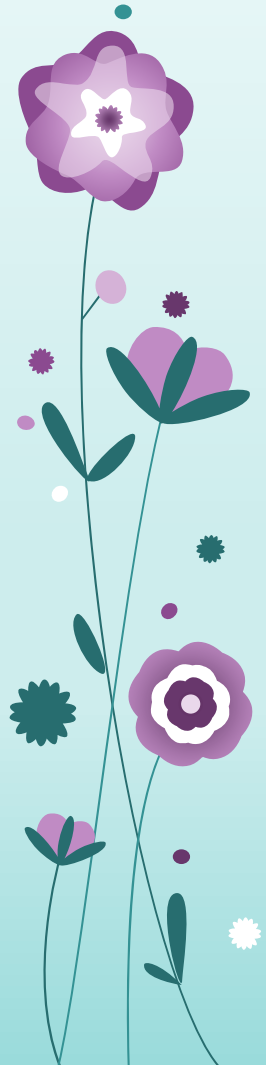


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Theories of work Motivation

1. Mc Clelland's Motivational drives
2. Theory X,Y and Z
3. Need Hierarchy Theory
4. ERG Theory
5. Two-factor Theory
6. Equity Theory
7. Expectancy Theory
8. Behavior modification theory



McClelland's theory of needs

- McClelland affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.
- The three motivators are:
- **Achievement:** a need to accomplish and demonstrate own competence People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgement of their progress.
- **Affiliation:** a need for love, belonging and social acceptance People with a high need for affiliation are motivated by being liked and accepted by others. They tend to participate in social gatherings and may be uncomfortable with conflict.
- **Power:** a need for control own work or the work of others People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority and tend to be more concerned about their level of influence than about effective work performance.

McGregor's theory X and theory Y

- Douglas McGregor formulated two distinct views of human being based on participation of workers. The first is basically negative, labelled as Theory X, and the other is basically positive, labelled as Theory Y. Both kinds of people exist. Based on their nature they need to be managed accordingly.
- **Theory X:** The traditional view of the work force holds that workers are inherently lazy, self-centred, and lacking ambition. Therefore, an appropriate management style is strong, top-down control.
- **Theory Y:** This view postulates that workers are inherently motivated and eager to accept responsibility. An appropriate management style is to focus on creating a productive work environment coupled with positive rewards and reinforcement.

William Ouchi's Theory Z

William Ouchi developed Theory Z after making a comparative study of Japanese and American management practices. Theory Z is an integrated model of motivation. Theory Z suggests that large complex organisations are human systems and their effectiveness depends on the quality of humanism used. A type Z organisation has three major features—trust, subtlety and intimacy. Mutual trust between members of an organisation reduces conflict and leads to team work. Subtlety requires sensitivity towards others and yields higher productivity. Intimacy implies concern, support and disciplined unselfishness.

Maslow – hierarchy of needs

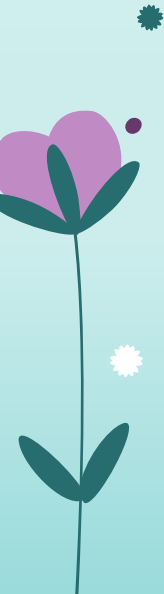
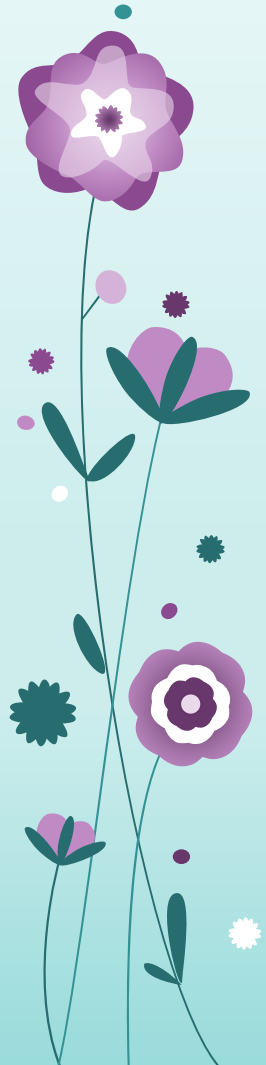
This is the earliest and most widely known theory of motivation, developed by Abraham Maslow (1943) in the 1940s and 1950s. Maslow's hierarchy of needs is often shown in the shape of a pyramid: basic needs at the bottom and the most complex need (need for self-actualization) at the top. Maslow himself has never drawn a pyramid to describe these levels of our needs; but the pyramid has become the most known way to represent his hierarchy.

Cont....



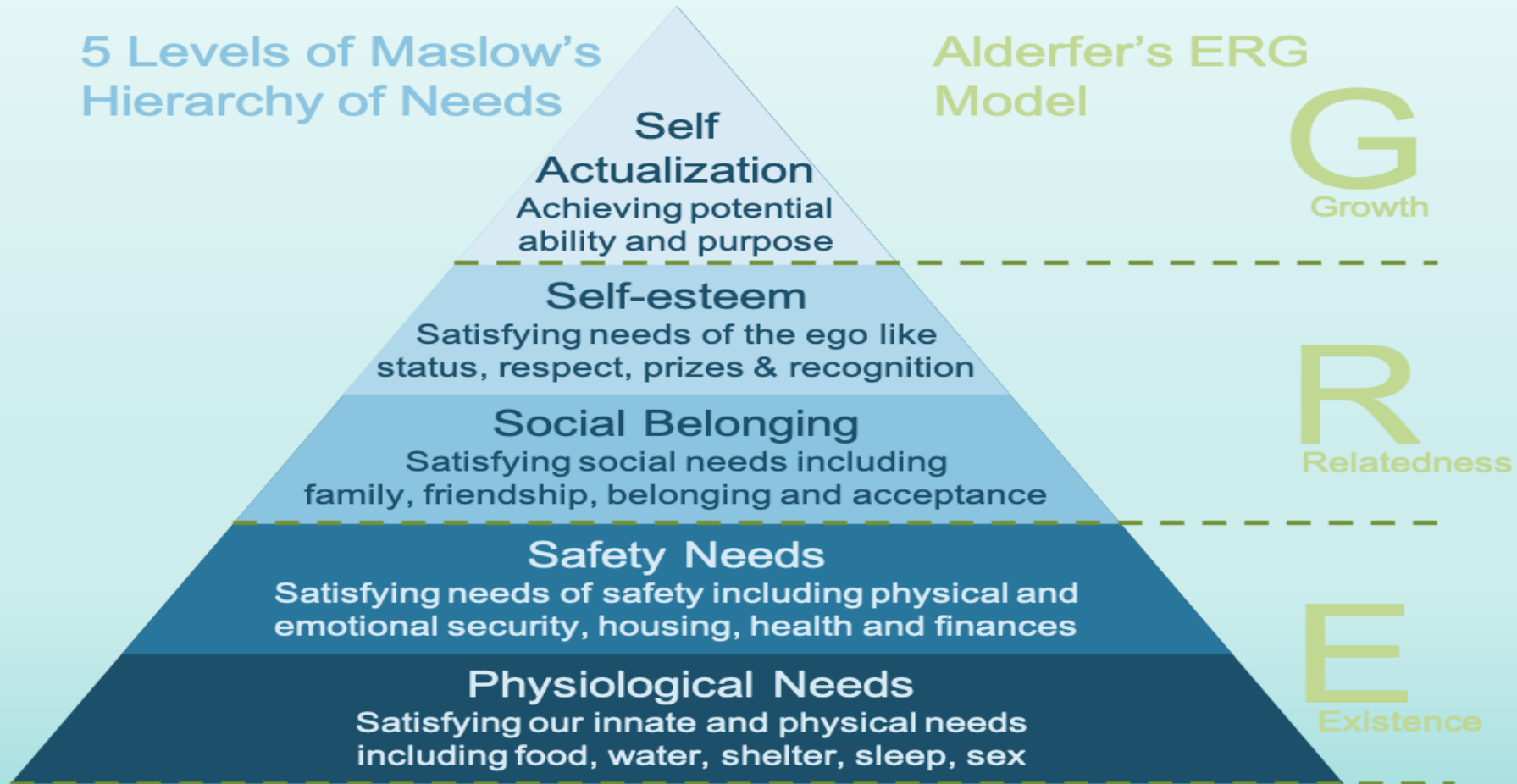
Alderfer's ERG Theory of Motivation

- Alderfer's ERG theory of motivation builds on Maslow's Hierarchy of Needs and states that humans have three core types of need: Existence, Relatedness and Growth. These needs may be of different levels of priority for different individuals, and their relative importance for an individual may vary over time.



Comparing Alderfer and Maslow

5 Levels of Maslow's Hierarchy of Needs



Alderfer's ERG Model

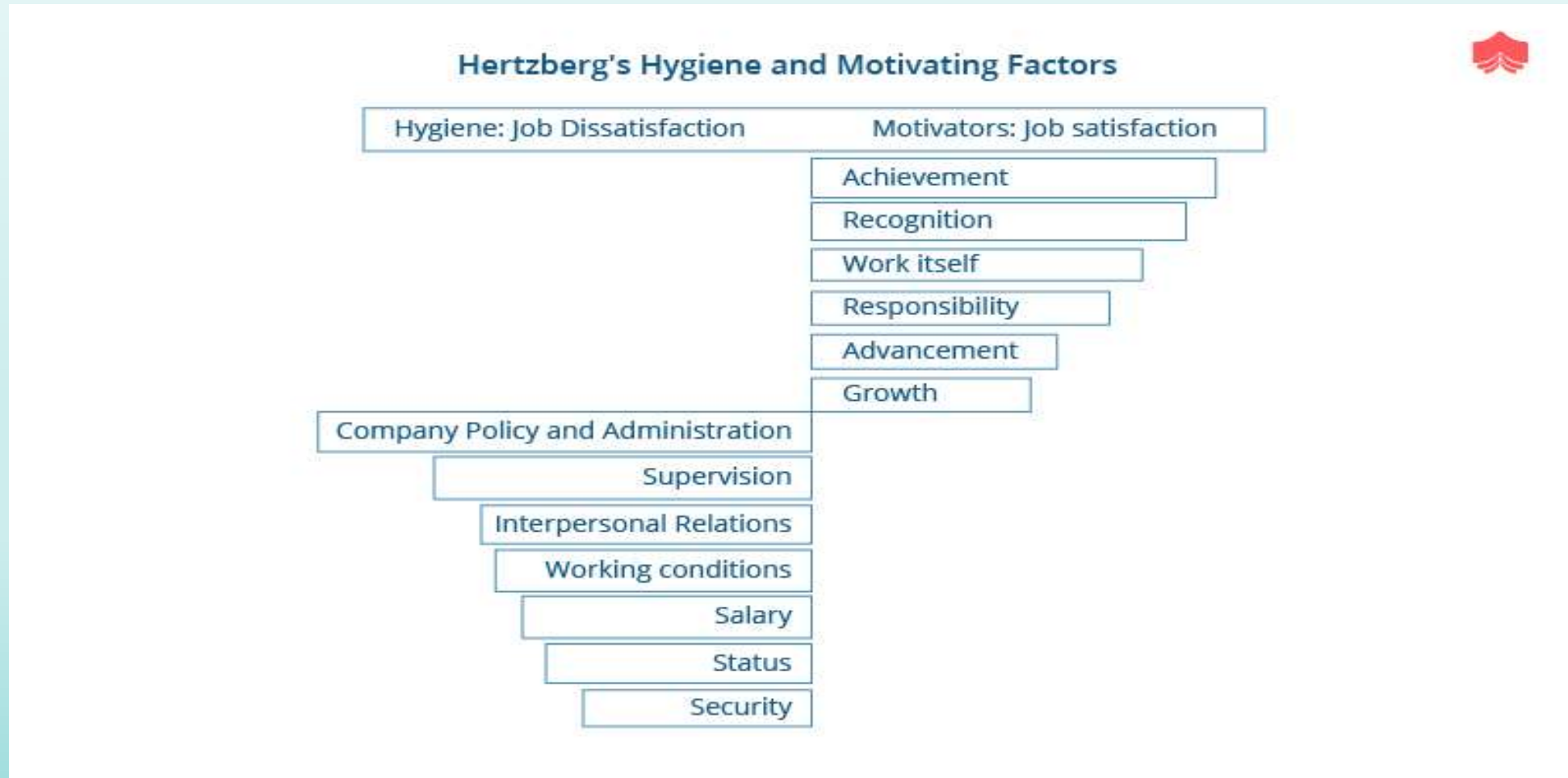
G
Growth

R
Relatedness

E
Existence

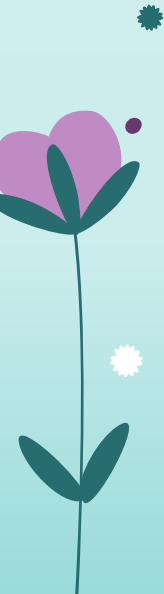
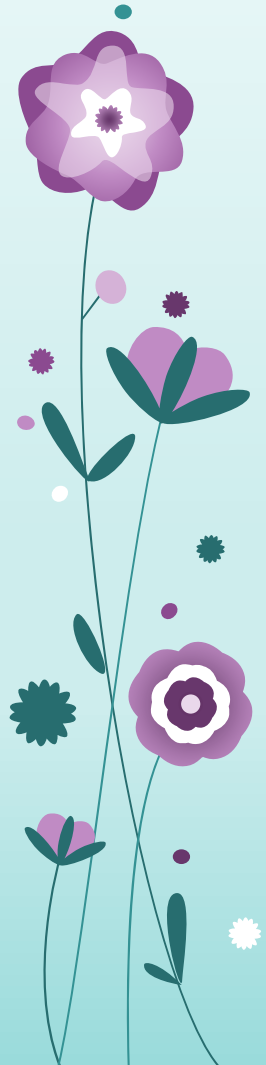
Hertzberg's two factor theory

Hertzberg classified the needs into two broad categories namely hygiene factors and motivating factors.



Cont...

Hygiene factors are needed to make sure that an employee is not dissatisfied. Motivation factors are needed for ensuring employee's satisfaction and employee's motivation for higher performance. Mere presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.



Equity Theory of Motivation



Equity Theory

Equity theory, popularly known as Adam's equity theory, aims to strike a balance between an employee's input and output in a workplace. If the employee is able to find his or her right balance it would lead to a more productive relationship with the management.

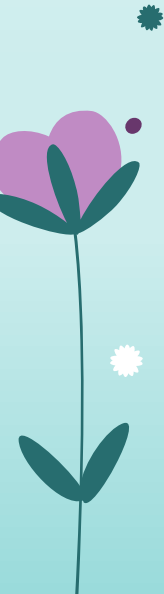
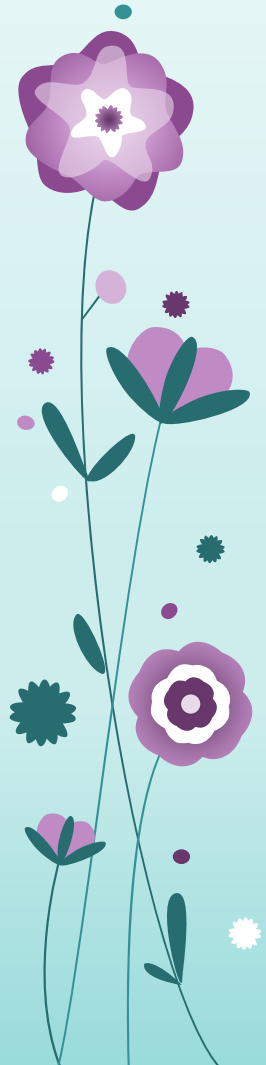
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- In the equity theory of motivation, employee's motivation depends on their perception of how fair is the compensation and treatment for their work input. Equity Theory states that the employees perceive what they get from a job situation (outcomes) about what they put into it(inputs) and then compare their inputs- outcomes ratio with the inputs- outcomes ratios of others.
- The equity theory of motivation describes the relationship between the employee's perception of how fairly is he being treated and how hard he is motivated to work. J. Stacy Adams developed equity theory.

Expectancy Theory

- Expectancy Theory of Motivation was developed by Victor H. Vroom in 1964 and extended by Porter and Lawler in 1968.
- The theory is based on the assumption that our behavior is based on making a conscious choice from a set of possible alternative behaviors. According to Expectancy Theory, the behavior we choose will always be the one that maximizes our pleasure and minimizes our pain.



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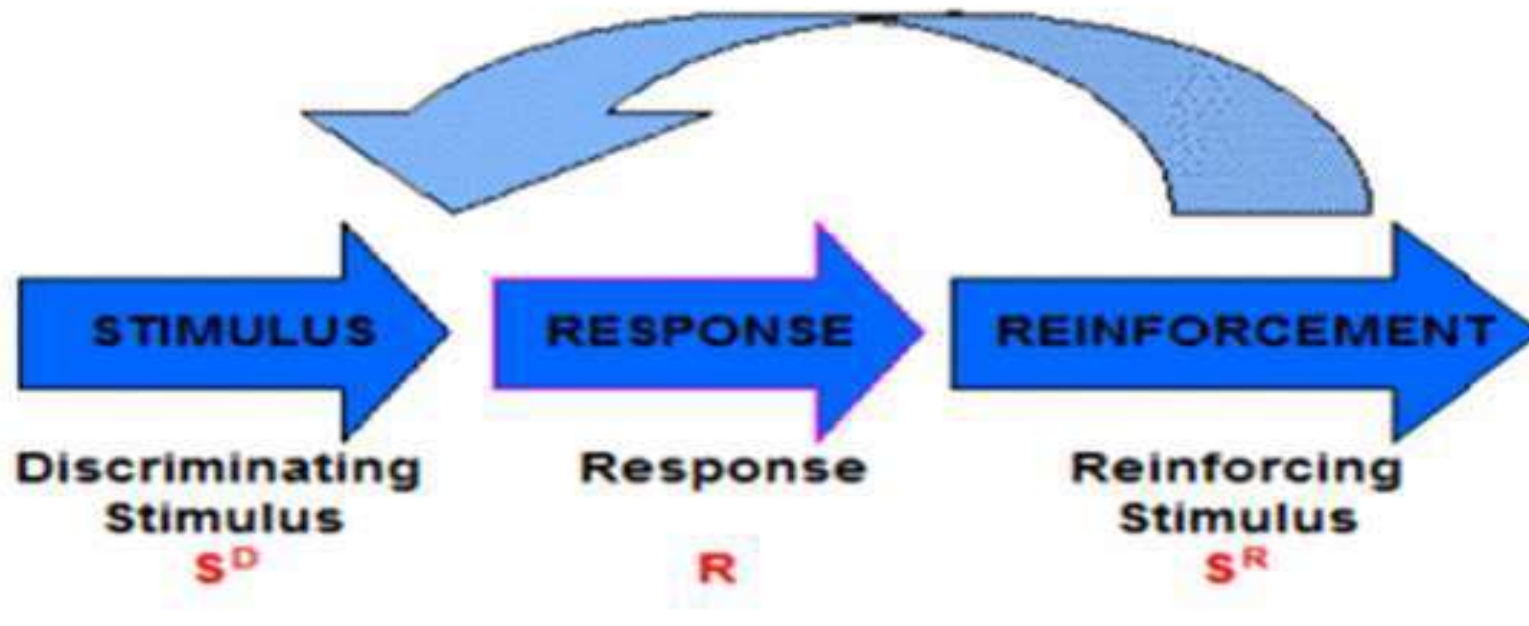
- As a manager, this means that one of your team members will only choose the right behavior (to work hard) if they perceive the outcome of choosing this option is the most desirable for them. In simple terms, that could mean that they might gain someone or that they might not lose something.
- Within the theory there are three variables at play:
- Expectancy. Effort \rightarrow Performance (E \rightarrow P)
- Instrumentality. Performance \rightarrow Outcome (P \rightarrow O)
- Valence. Outcome \rightarrow Reward (V(R))
- All three factors must be present to motivate employees effectively.

Behavior modification theory

- The study of organizational behavior primarily seeks to identify how to keep employees interested and motivated in their jobs. Here, business is combined with characteristics of psychology and sociology to know how and why employees behave at work.
- The work environment largely modifies the behavior of the employees. The structure of the office, improved office automation facilities, availability of certain resources may influence overall behavior of employees. External factors that impact behavior are called stimuli.
- Enables them what differentiates Animal trainers use it to develop obedience between the pet and the owner. Likewise, the therapists use it to promote healthy behaviors in their patients. In the same way, we even use in our relationships with our friends and family.
-

Cont...

Behavioral Theory: Operant Conditioning



Job enlargement and Job enrichment

Motivational Technique

Job enrichment means improvement, or an increase with the help of upgrading and development, whereas **job enlargement** means to add more duties, and an increased workload. ... **Job enlargement and job enrichment** are both useful for motivating workers to perform their tasks enthusiastically.

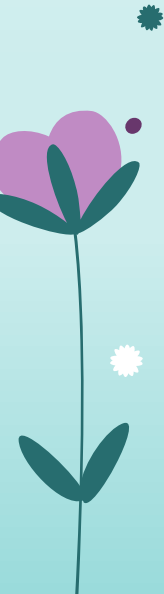
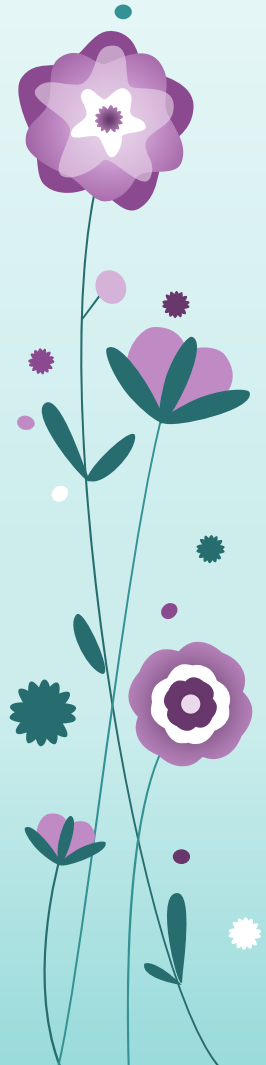
The Job Characteristics Model

The Job Characteristics Model provides recommendations on how to best enrich jobs in organizations and was designed by Hackman and Oldham in 1976 and updated in 1980 (Hackman & Oldham, 1976, 1980). The model provides five characteristics that state how best to design work including:

1. **Skill Variety**
2. **Task Identity**
3. **Task Significance**
4. **Autonomy**
5. **Feedback**

Cont...

- **Skill variety**
- Skill variety occurs when the individual engages in a wide range of activities that require different skills.
- **Task identity**
- Task identity occurs when the employees completes a whole segment of work from start to end.



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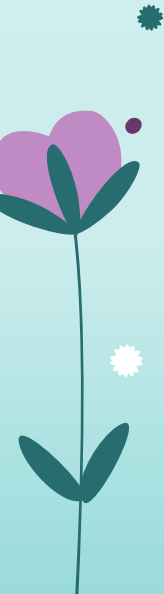
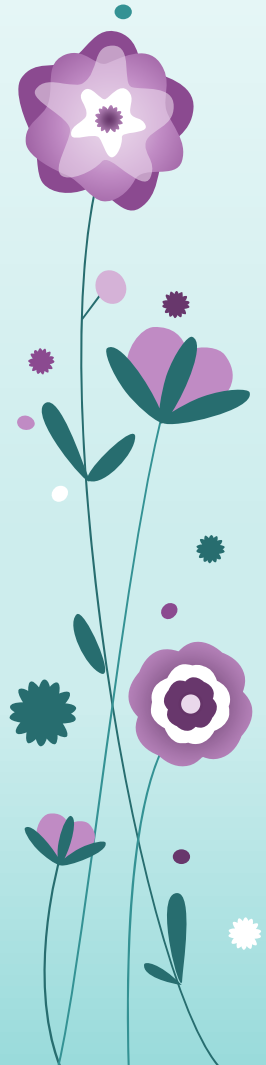
- **Task significance**
- Task significance occurs when the job has real meaning through making an impact on people.
- **Autonomy**
- Autonomy occurs when employees have freedom and discretion in deciding how to carry out their work. Feedback is when employees are given clear feedback on their performance effectiveness (Oldham & Hackman, 2010).
- **Feedback**
- It is the last core dimension on the job characteristic model. Employee gets direct knowledge of how well he is doing the job

Empowerment

“Empowerment is the passing of responsibility and authority from managers to employees”

Employees can be empowered in the following five ways

1. Job Mastery
2. Control
3. Role models
4. Social reinforcement and persuasion
5. Emotional support



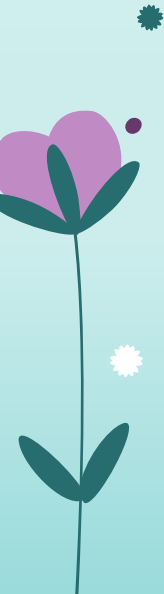
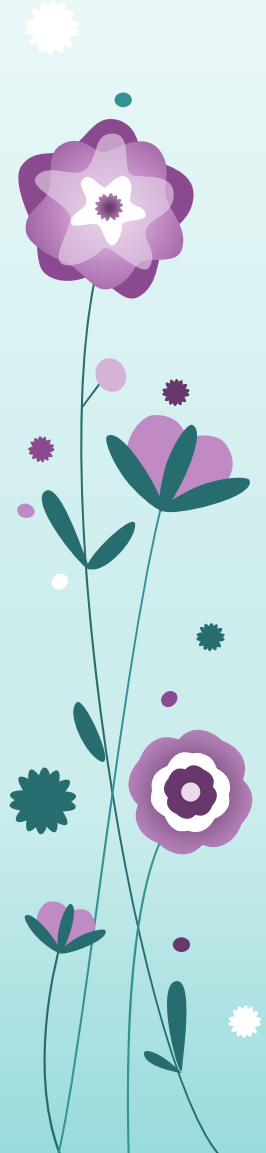
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1. **Job Mastery-** Employees are helped to achieve job mastery through proper training, coaching and experience that will result in initial success
2. **Control-** Employees are given more freedom and flexibility in doing their job but they are also held accountable for the outcomes
3. **Role models-** successful peers who are already performing their jobs will serve as effective role models

Unit II

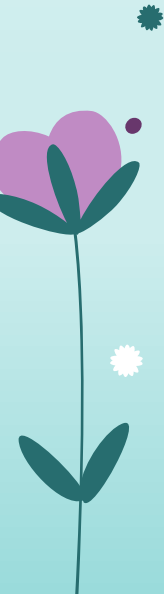
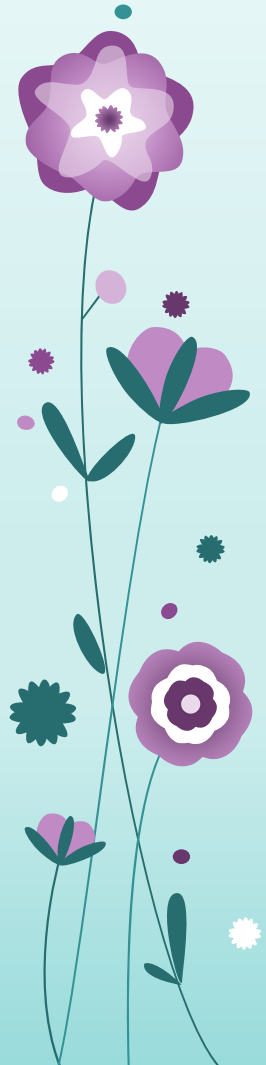
Basics of Individual Behavior

Individual behavior can be defined as a mix of responses to external and internal stimuli. It is the way a person reacts in different situations and the way someone expresses different emotions like anger, happiness, love, etc.



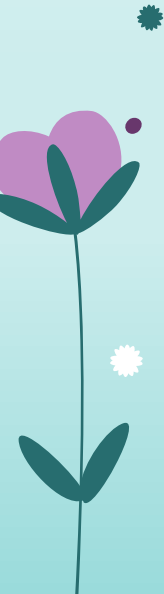
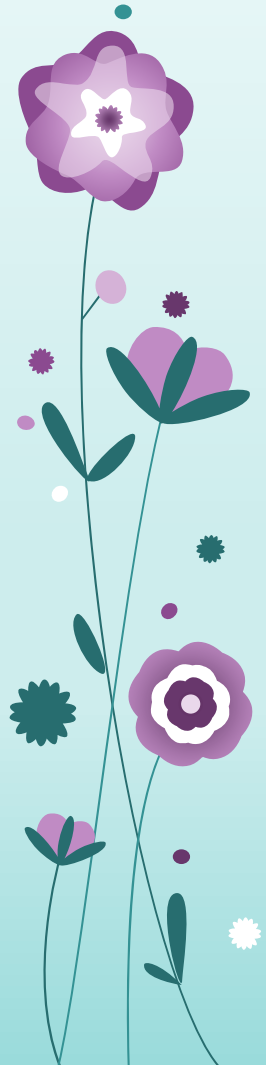
Individual differences are of two types

- Inter-individual difference- Difference between one and another person
- Intra-individual differences- Difference are within the individual



Major areas of Individual difference

- Difference in Physique
- Difference in Intelligence
- Difference on Ability
- Difference in Aptitudes
- Difference in interest
- Differences in achievement
- Differences in personality



What we know about human Behavior:

Some starting Places

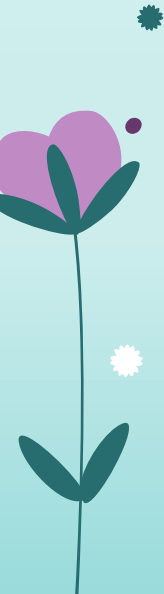
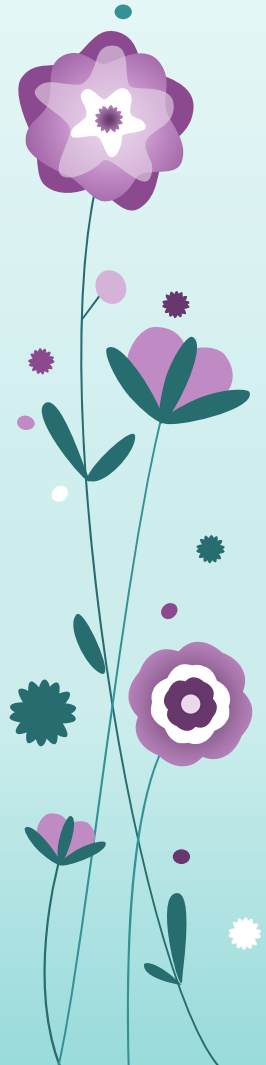
- Human beings are biological creatures
- Every person is different yet much the same
- People can be understood fully only in the context of their culture, ethnic identify and gender identify
- Human lives in a continuous process of changes
- Behavior is motivated
- Behavior has multiple causes
- Human are social animals
- People play an active roles in creating their experience
- Behavior can be adaptive or maladaptive

Intelligence Quotient

Definition

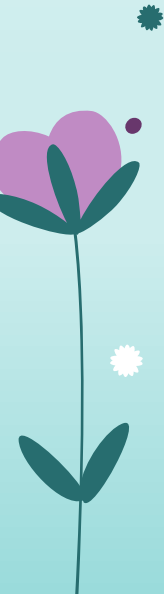
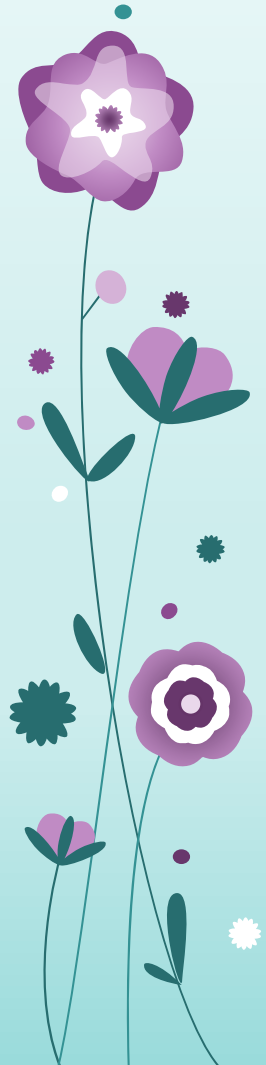
“Intelligence is the aggregate or global capacity of the individual to act purposefully, to think rationally and to deal effectively with his environment

--- by David Wechsler's



Intelligence quotient by Cohen and Swerdlik

- Acquire and apply knowledge
- Reason logically
- Plan effectively
- Infer perceptively
- Make sound judgments and solve problems
- Grasp and visualize concepts
- Pay attention
- Be intuitive
- Find the right words and thoughts with ease
- Cope, adjust and make the most of new situations



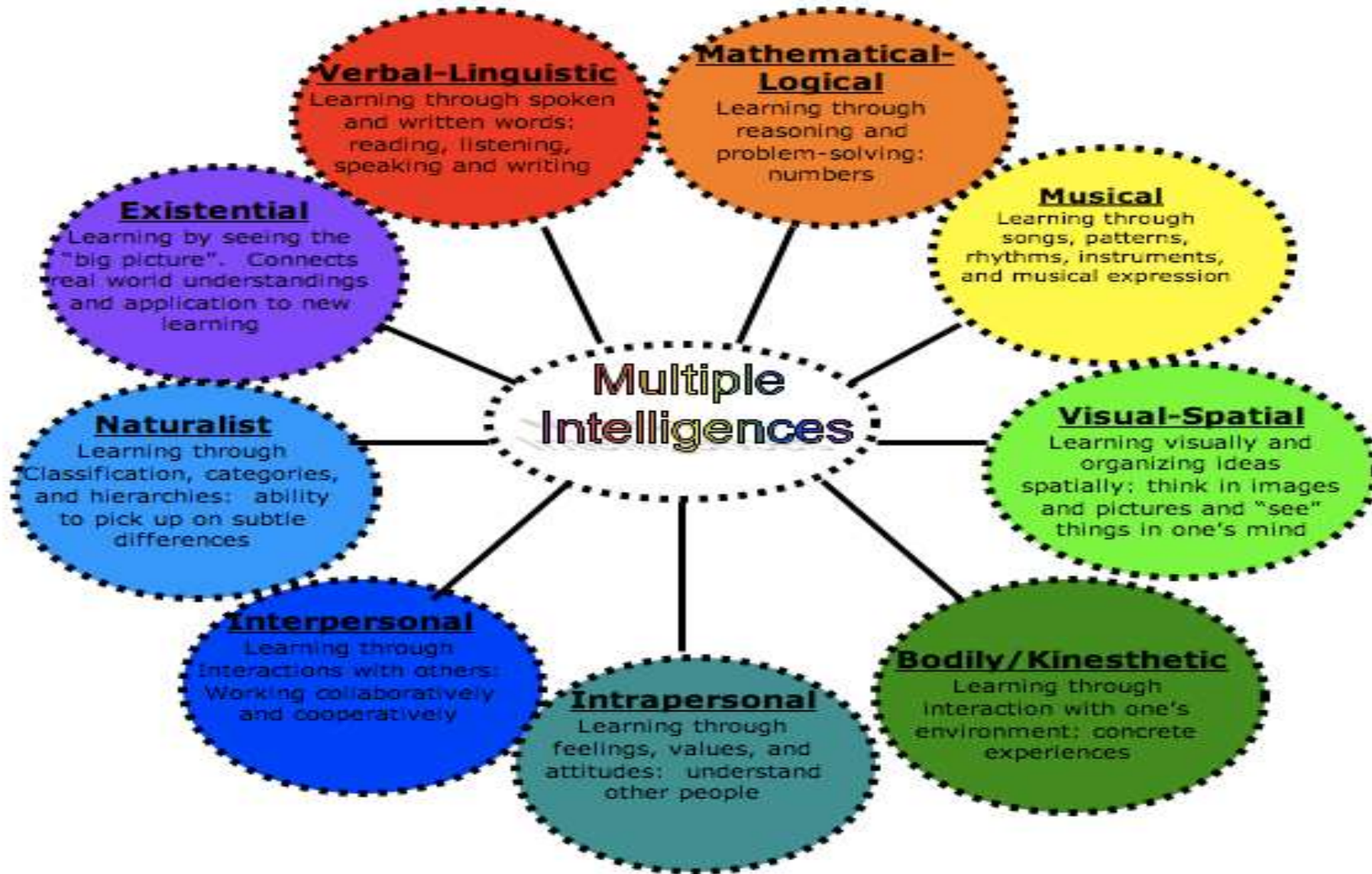
Thurstone theory of intelligence

- Primary Mental Abilities
- Psychologist Louis L. Thurstone (1887–1955) offered a differing theory of intelligence. Instead of viewing intelligence as a single, general ability, Thurstone's theory focused on seven different primary mental abilities.

Cont...

- **Associative memory:** The ability to memorize and recall
- **Numerical ability:** The ability to solve arithmetic problems
- **Perceptual speed:** The ability to see differences and similarities among objects
- **Reasoning:** The ability to find rules
- **Spatial visualization:** The ability to visualize relationships
- **Verbal comprehension:** The ability to define and understand words
- **Word fluency:** The ability to produce words rapidly

Multiple Intelligences



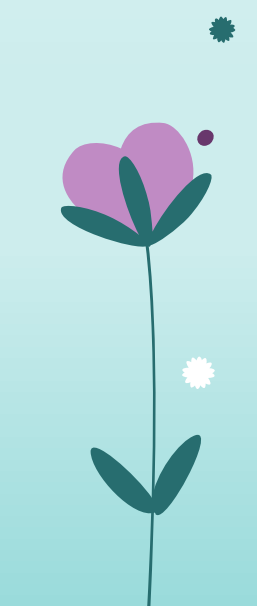
Emotional Intelligence

Mayer, Salovey, Caruso definition of emotional intelligence

"**Emotional Intelligence** includes the ability to engage in sophisticated information processing about one's own and others' **emotions** and the ability to use this information as a guide to thinking and behavior.

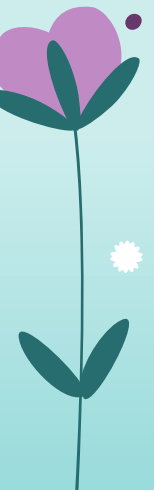
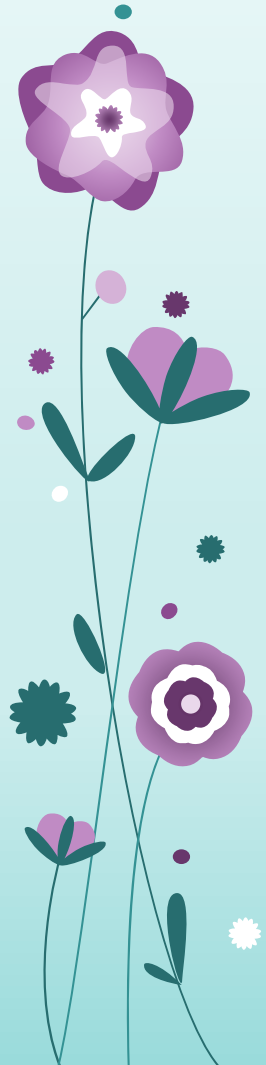


Cont...

1. **Knowing one's emotions**
 2. **Managing one's emotions**
 3. **Motivating oneself**
 4. **Recognizing other's emotions**
 5. **Handling relationship**
- 

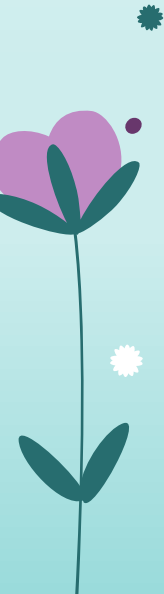
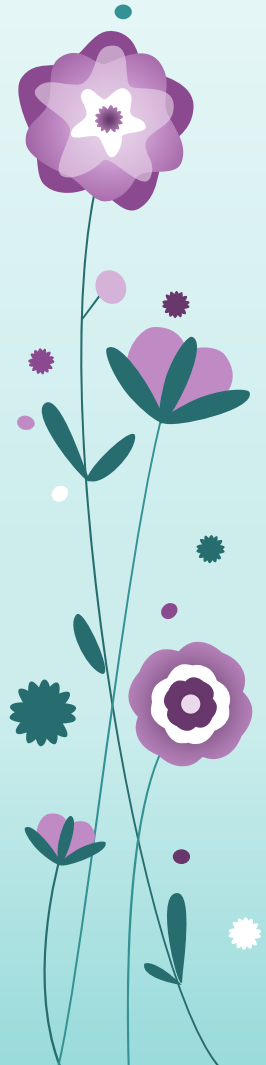
Spiritual Intelligence

Operationalizing the construct, they defined **spiritual intelligence** as "the capacity of an individual to possess a socially relevant purpose in life by understanding 'self' and having a high degree of conscience, compassion and commitment to human values."



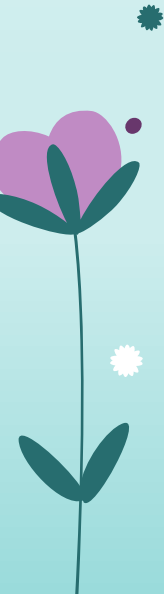
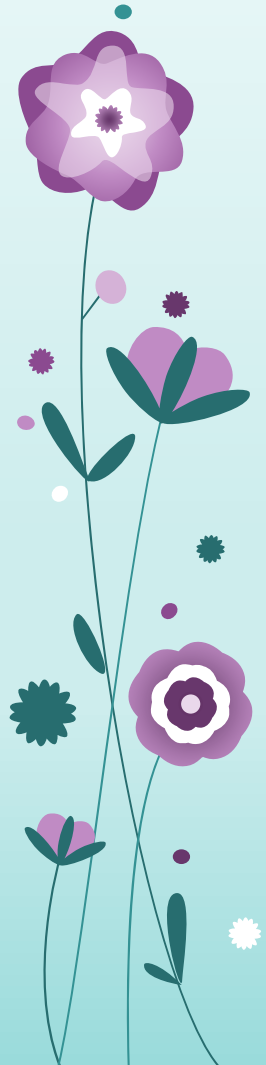
Group & Group Dynamics

A group is a collection of individuals who interact with each other such that one person's actions have an impact on the others. In other words, a group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.



Definition

- The definition of a group can be given by some other simple ways like:
- Several people or things that are together or in the same place.
- Several people who are connected by some shared activity, interest, or quality.
- Several individuals assembled or having some unifying relationship.
- A set of people who meet or do something together because they share the same purpose or ideas.
- The term group can be defined in several different ways, depending on the perspective that is taken.

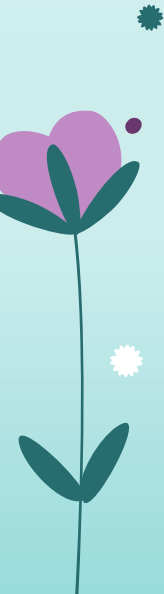
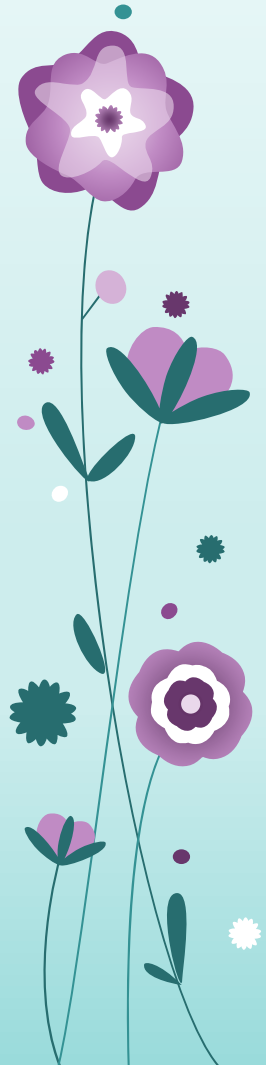


Cont...

- A comprehensive definition would say that is a group exists in an organization, its members:
- Are motivated to join.
- Perceive the group as a unified unit of interacting with people.
- Contribute in various amounts to the group processes (that is, some people contribute more time or energy to the group than do Others).
- Reach agreements and have disagreements through various forms of interaction.

Why do people Join Group?

1. **Affiliation Motivation**
2. Security
3. Satisfaction of Needs
4. Shared Interests and Goals
5. Self-esteem
6. Status
7. Power
8. Goal achievement



Types of Groups

1. **Formal Group**
2. **Informal Group**

Formal Group

A formal group is a “designated work group defined by an organizations structure

Types of formal group

1. **Command group:**”a group composed of individuals who report directly to a given manager”
2. **Task group:** A task group is a group created by the management to accomplish certain organizational goals

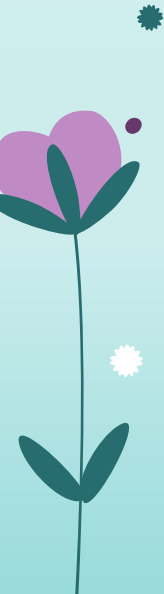
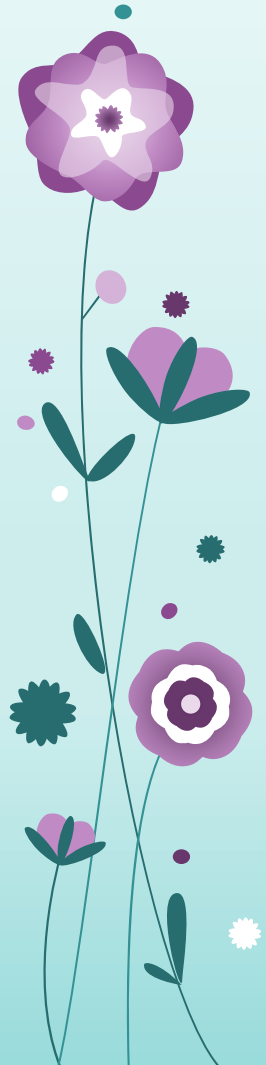
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Informal Group

“ a group that is neither formally structured nor organizationally determined , such a group appears in response to the need for social contact”

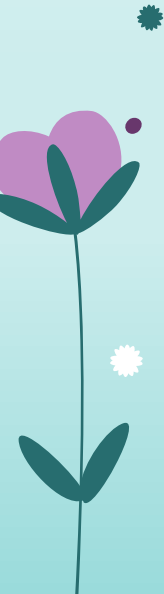
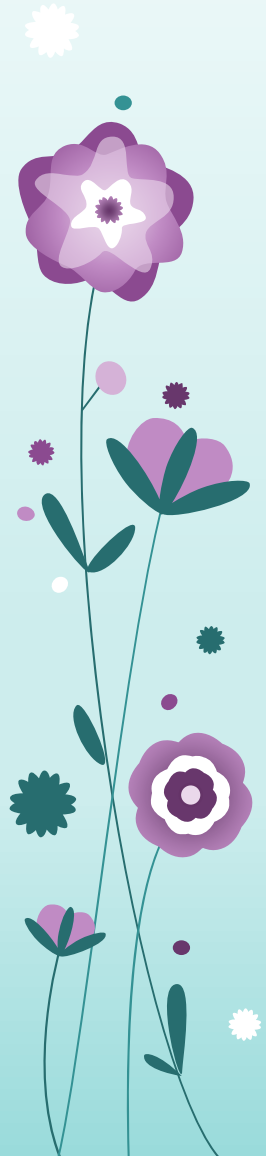
Types of informal group

1. Interest groups
2. Friendship group

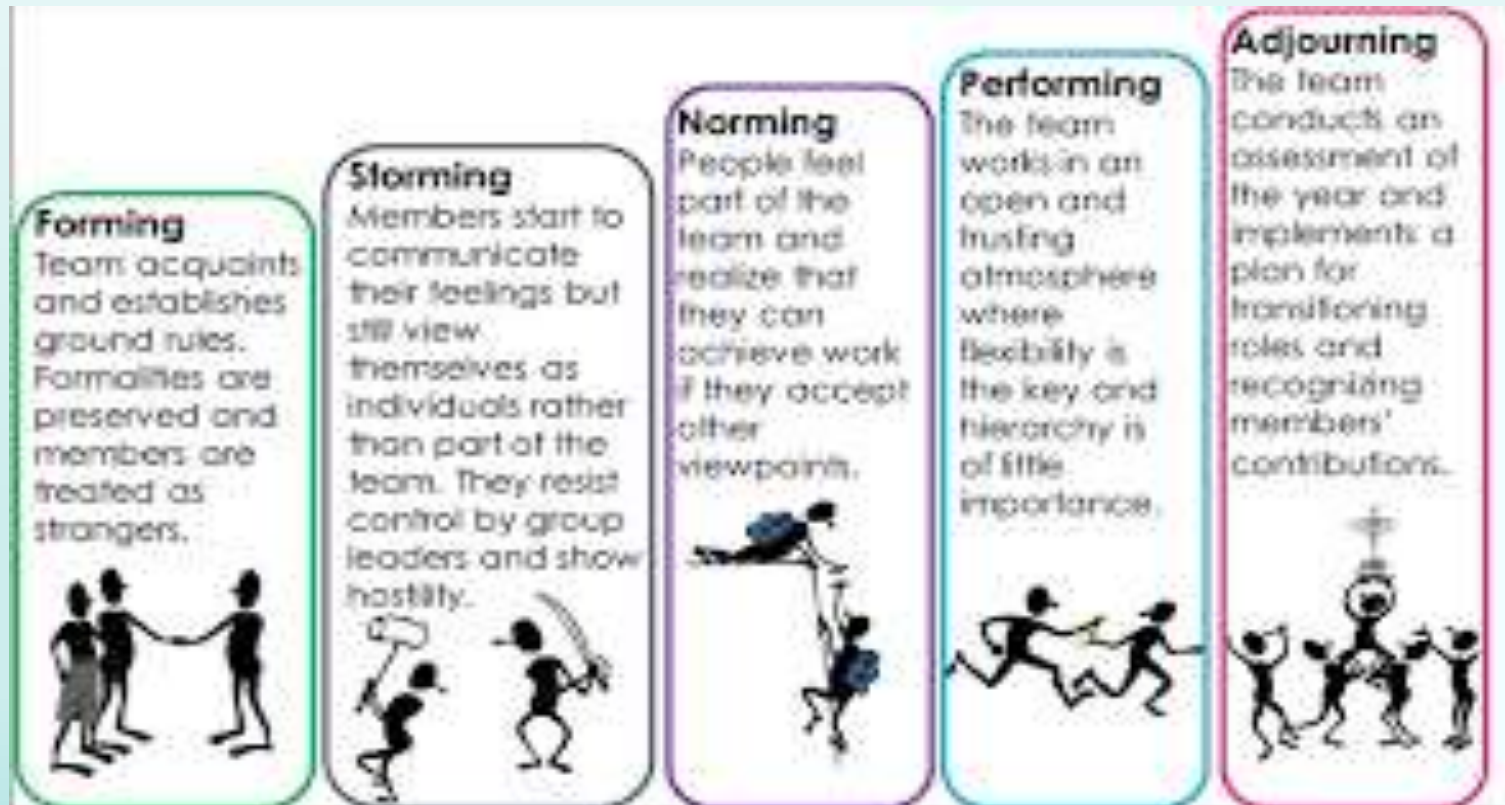


Stages of Group Development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning



Cont...

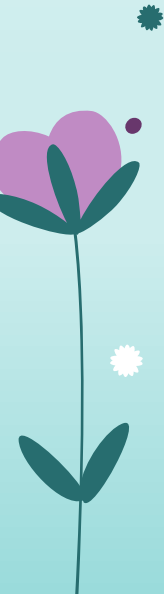
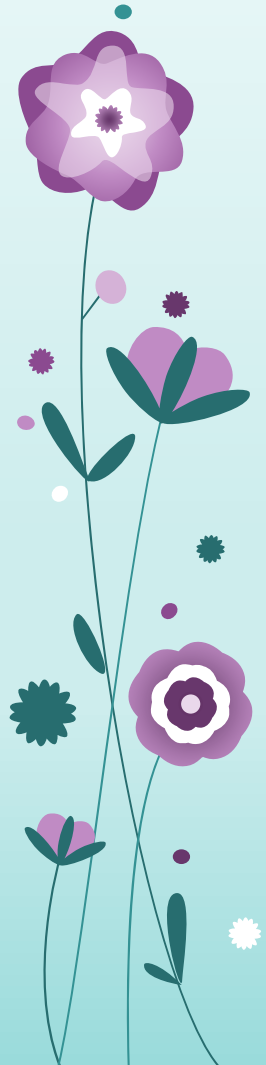


The Properties of a Group

1. **Roles:** The role is a set of expected behavior patterns attributed to someone occupying a given position in a social unit.
 - a. **Role Identity:** Attitudes and actual behaviors consistent with a role, and they create the role identity
 - b. **Role Perception:** Activities of managers and workers alike are guided by their role perceptions, that is, how they are supposed to act in their own roles and how others should act in their roles.

Cont...

- c. **Role expectations** : Roles expectations are defined as the way others believe you should act in a given situation
- d. **Role conflict**: When others have different perception or expectations of a person's role, that person tends to experience role conflict.

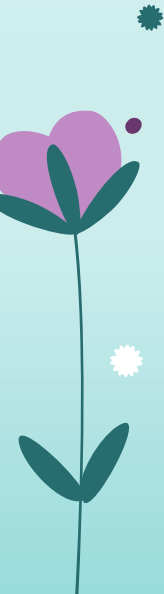
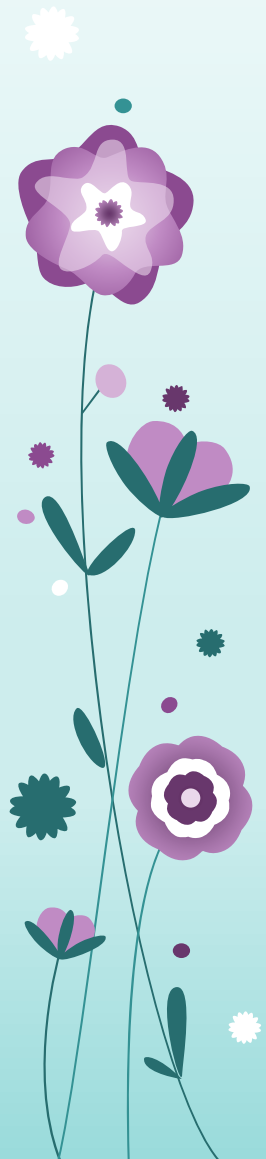


Cont....

2. **Norms:** Norms is an acceptable standard of behavior within a group that are shared by the group members. It tells the member what they ought and ought not to do under certain circumstances. From individual sub point, they tell what is expected of you in the certain situation. When agreed to. and accepted by the group, norms act as a means of influencing the behavior of group members with a minimum of external control .norms differ among groups .communities and societies but they all have them.

Cont...

- **Performance norms:** Here workgroups typically provide their members with explicit cues on how hard they should work. how to get the job done.
- **Appearance norms:** A second category encompasses appearance norms. This includes things like appropriate dress. loyalty to the workgroup or organization, when to look busy, and when it is acceptable
- **Arrangement norms:** These norms come from informal work groups and primarily regulate social interactions within the group.
- **Resources norms:** A final category relates to allocation of resources norms. These norms can originate in the group or in the organizational and cover things like pay'. assignment of difficult jobs, and allocation of new tools and equipment.



Cont...

3. **Status**: The status that is, a **socially defined position or rank** is given to group or group's member by others permeates every society. Even the smallest group will develop roles, rights, and rituals to differentiate its members. Status is an important factor in understanding human behavior because it is a significant motivator and has major behavioral consequences when individuals perceive a. the disparity between what they believe their status to be what others perceive it to be.

Cont...

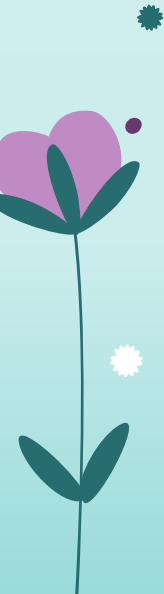
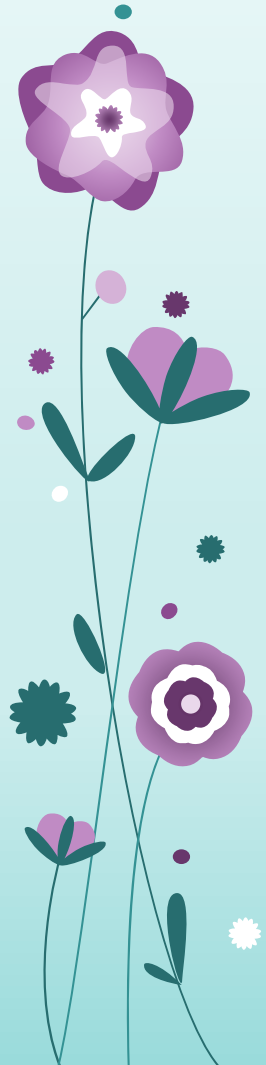
4. **Group Size** The size of a group affects the group's overall behavior. **The impact of size on a group's performance depends on the type of task in which the group is engaged.** In an organization, the group can be formed either large or smaller. In smaller groups- those are faster at completing tasks that are large ones and that individuals perform better in smaller groups than in large ones. Those are better at doing something productive with that input. Large groups- those with a dozen or more members- are good for gaining diverse input. So if the goal of the group is fact-finding, large groups should be more effective. However, for groups engaged in problem-solving, large groups consistently get better marks than their smaller counterparts.

Cont..

5. **Cohesiveness:** Group differs in their cohesiveness- that is, the degree to which members are attracted to each other and are motivated to stay in the groups. For instances, some work groups are cohesive because the members have spent a great deal of time together, or the group's small size facilitates high interaction, or the group has experienced external threats that have brought members closer together. Cohesiveness is important because it has been found to be related to group productivity.

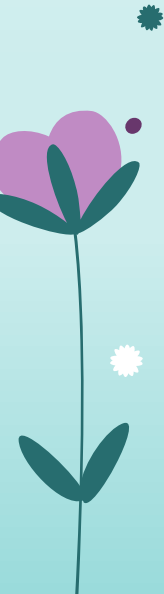
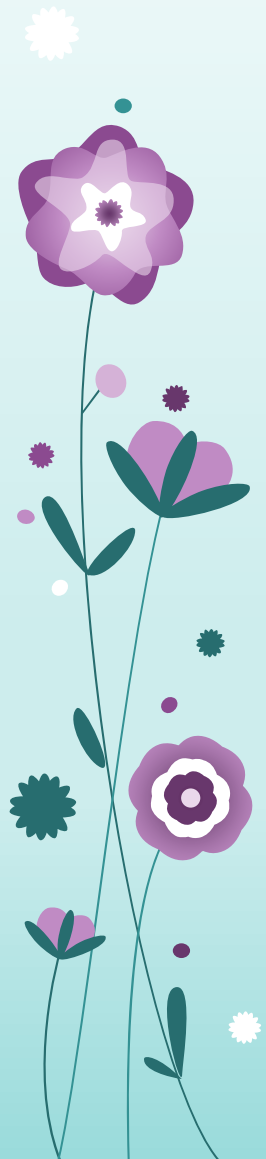
Effects of Groups on the Individual

- The social facilitation effect refers to the tendency for performance to improve or decline in response of others.
- Psychologists have given different explanations for the social facilitation effects
 1. Drive theory
 2. Evaluation apprehension
 3. Distraction-conflict model



Social Loafing

- Social loafing refers to a psychological phenomenon which has brought forward a different side of human resource. It states that the employees working in a group, underperform a given task in comparison to their potential, ultimately hindering the group performance. This is because they develop a casual attitude towards the assigned responsibilities by putting in their least contribution and thus, relying upon the efforts of other team members.

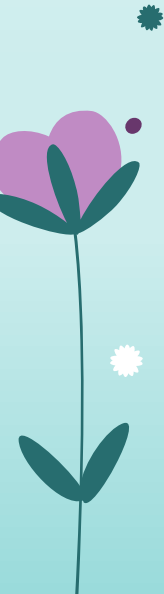
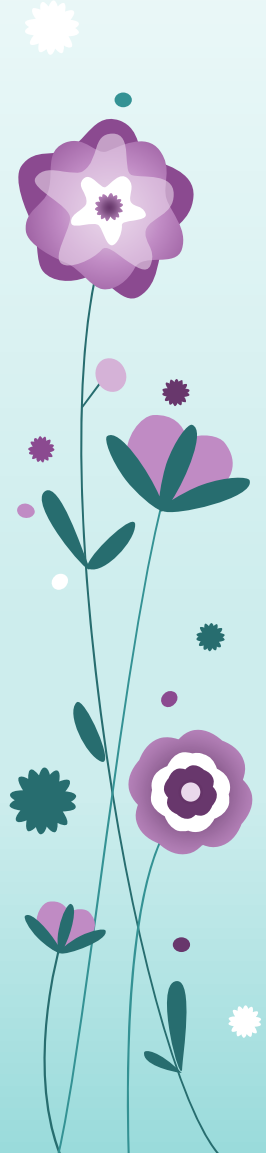


Why **Social Loafing** occurs

1. **No measure of contribution**
2. **Unfair work division**
3. **Lack of contribution form other members**
4. **Sucker effect**
5. **Selfish motives**
6. **Contribution does not matter**
7. **Diffusion of responsibility**
8. **Contribution less needed**
9. **Cultural factors**

Reducing social loafing

1. Accountability
2. Commitment
3. Value of task
4. Unique contribution



Group polarization

Group polarization focuses on how **groups** usually make decisions that are more extreme than the original thoughts and views of the individual **team** members. ... If the **group** members have individuals who lean towards riskier **behaviors**, then the final **group** consensus could be an extremely risky choice.

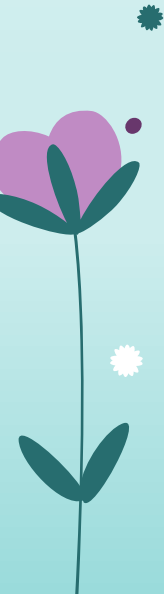
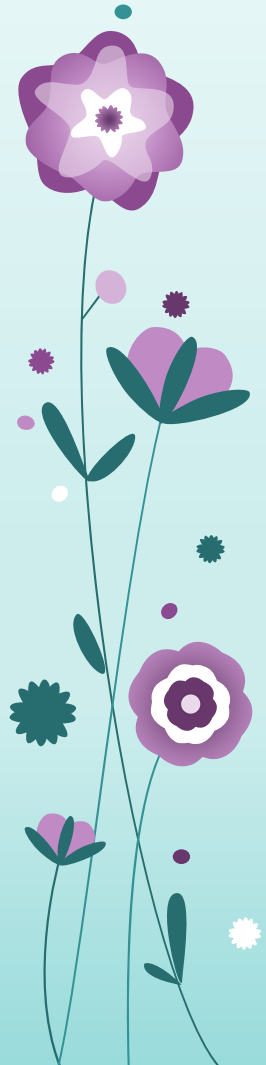
Group Think

Groupthink is a phenomenon that occurs when a **group** of individuals reaches a consensus without critical reasoning or evaluation of the consequences or alternatives. ... **This desire creates a dynamic within a group whereby creativity and individuality tend to be stifled in order to avoid conflict.**

Groupthink is defined as “a deterioration of mental efficiency, reality testing and moral judgment that result from in-group pressures”

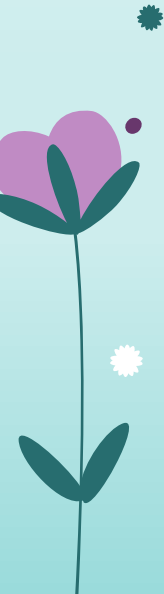
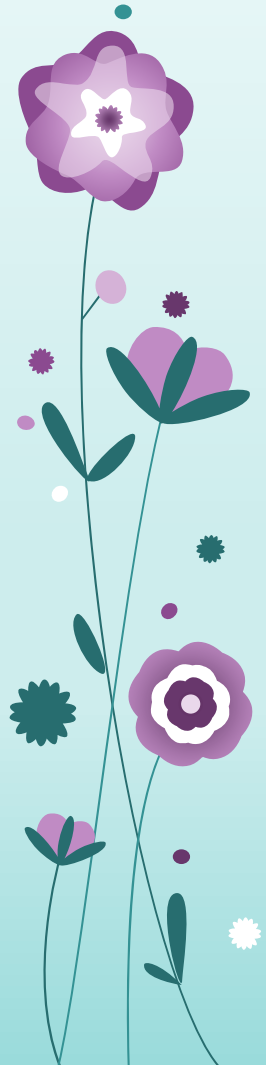
The major symptoms of groupthink are as follows-**Need Explanation**

- 1. Illusion of invulnerability**
- 2. Collective rationalization**
- 3. Unquestioned morality**
- 4. Excessive negative stereotyping**
- 5. Strong conformity pressure**
- 6. Self-censorship of dissenting ideas**
- 7. Illusion of unanimity**
- 8. Self-appointed mind guards**



Escalation of Commitment

1. Admission of mistake
2. Self-justification
3. Selective perception
4. Social pressure

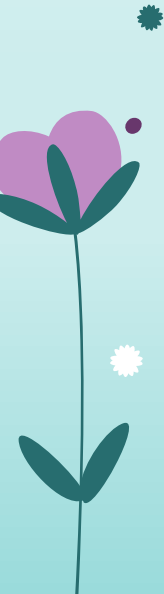
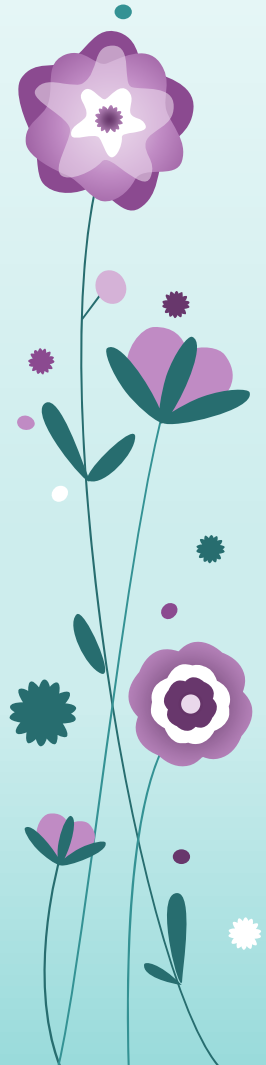


Team Building and Development- need explanation

Definition of team

“a group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually accountable”

-by Greenbery and Baton

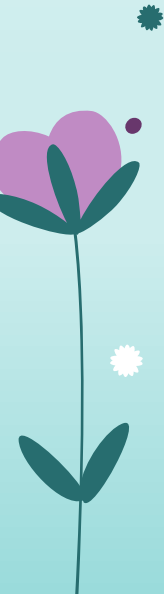
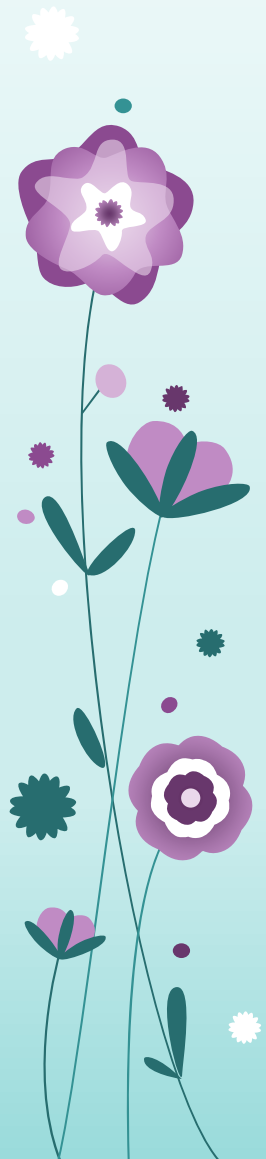


Difference between Group and Team

BASIS FOR COMPARISON	GROUP	TEAM
Meaning	A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Leadership	Only one leader	More than one
Members	Independent	Interdependent
Process	Discuss, Decide and Delegate.	Discuss, Decide and Do.
Work Products	Individual	Collective
Focus on	Accomplishing individual goals.	Accomplishing team goals.
Accountability	Individually	Either individually or mutually

Types of Teams

1. **Problem-solving teams-** Group of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency and the work environment
2. **Self-Managed work teams-** Groups of 10 to 15 people who take on responsibilities of their former supervisors

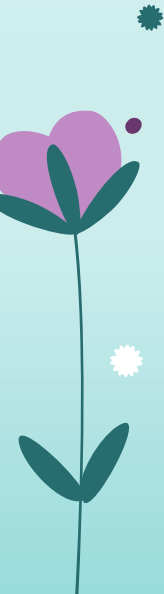
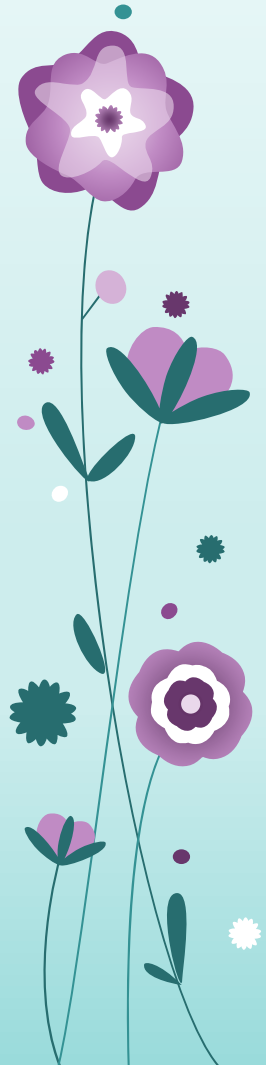


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1. **Cross-functional teams-** Employees from about the same hierarchical level but from different work areas come together to accomplish a task
2. **Virtual teams-** Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal

Creating Teams

1. Perwork
2. Create performance conditions
3. Form and build the team
 - a. Boundaries
 - b. Mission acceptance
 - c. Clarify responsibilities
4. Provide ongoing assistance



Vital elements that a manager needs to pay attention

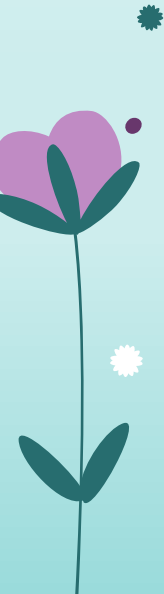
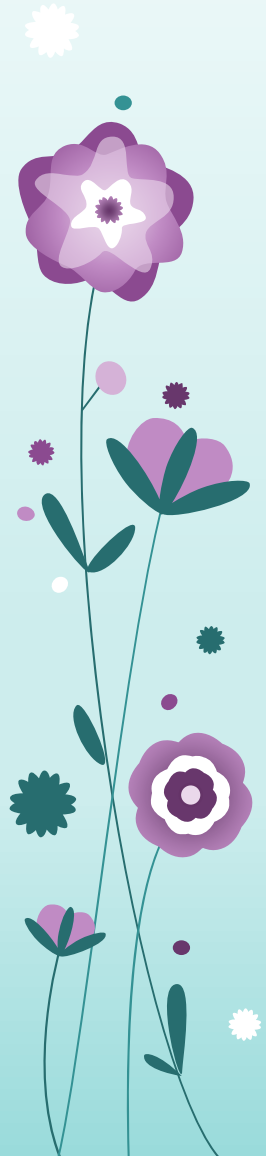
1. Small size
2. Members with diverse skills
3. Proper selection
4. Training
5. Proper role allocation
6. Goal clarity
7. Rewards contingent on team performance

Cont...

8. Appropriate performance measures
9. Participation
10. Creating team spirit
11. Encourage communication and cooperation
12. Urgency
13. Clarify role behavior
14. Confront teams with new facts
15. Confront teams with new facts
16. Acknowledge and reward contribution to the team
17. Develop mutual trust

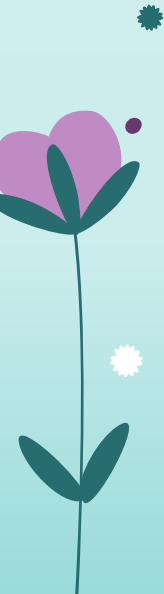
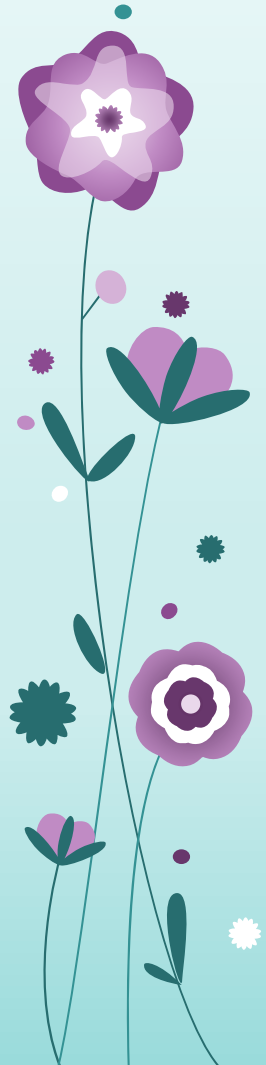
Useful skills for team Building ----Not DONE

1. Consultation skills
2. Interpersonal skills
3. Research skills
4. Presentation skills
5. Process consultation skills
6. Feedback skills



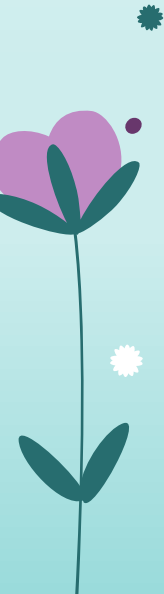
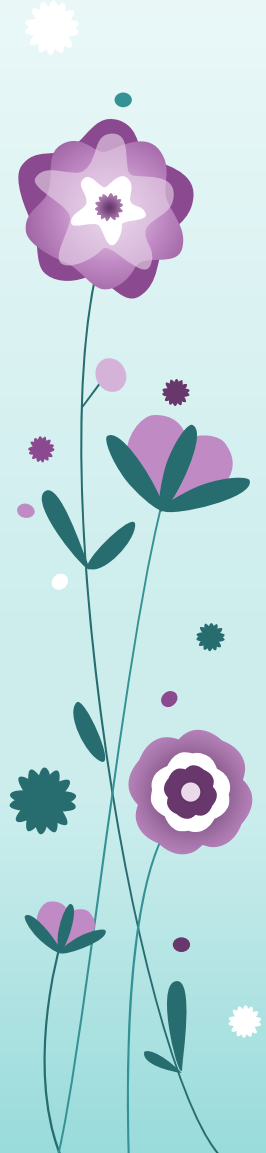
Skills needed to be a Good team member

1. Listening
2. Persuading
3. Respecting
4. Helping
5. Sharing
6. Participating



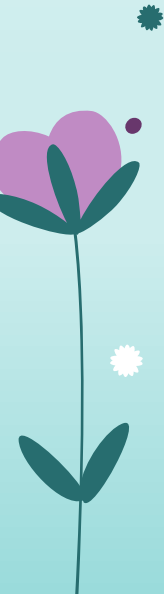
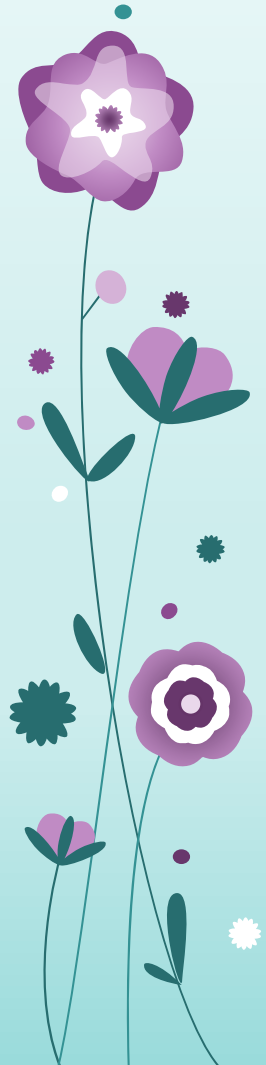
Characteristics of mature Teams

1. Pride
2. Equal contribution
3. Feedback
4. Respect and trust
5. Support and stability
6. Goals



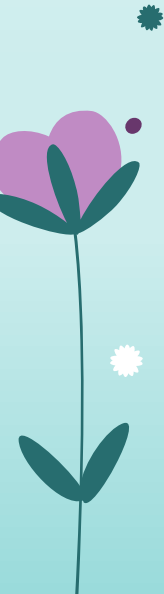
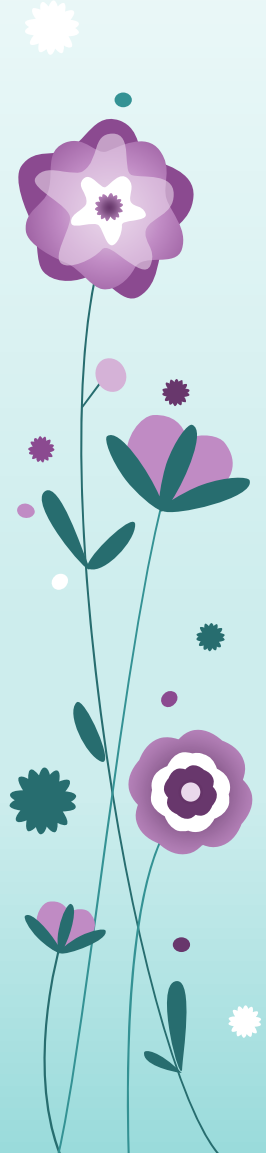
Interpersonal Skills

- Interpersonal skills are the skills we use every day when we communicate and interact with other people, both individually and in groups. They include a wide range of skills, but particularly communication skills such as listening and effective speaking. They also include the ability to control and manage your emotions.
- **It is no exaggeration to say that interpersonal skills are the foundation for success in life. People with strong interpersonal skills tend to be able to work well with other people, including in teams or groups, formally and informally. They communicate effectively with others, whether family, friends, colleagues, customers or clients. They also have better relationships at home and at work.**
- You can improve your interpersonal skills by developing your awareness of how you interact with others and practising your skills.



What are Interpersonal Skills?

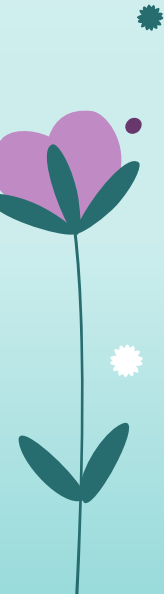
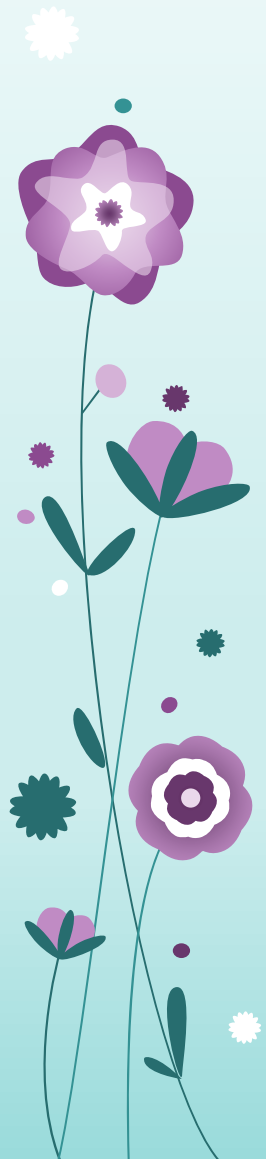
- **Interpersonal skills are sometimes referred to as social skills, people skills, soft skills, or life skills.**
- However, these terms can be used both more narrowly and more broadly than *‘interpersonal skills’*. On this website, we define interpersonal skills as:
- *“The skills you need and use to communicate and interact with other people.”*



Interpersonal Skills

I think soft skills are very important , more important than ever before. You could be a great performer by yourself, but being a people's person is the most important trait to have to be a good manager

Kumar Mangalam Birla (Industrialist)

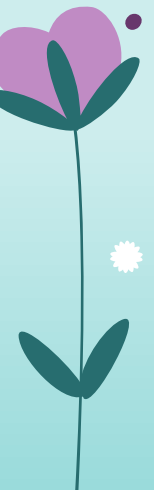
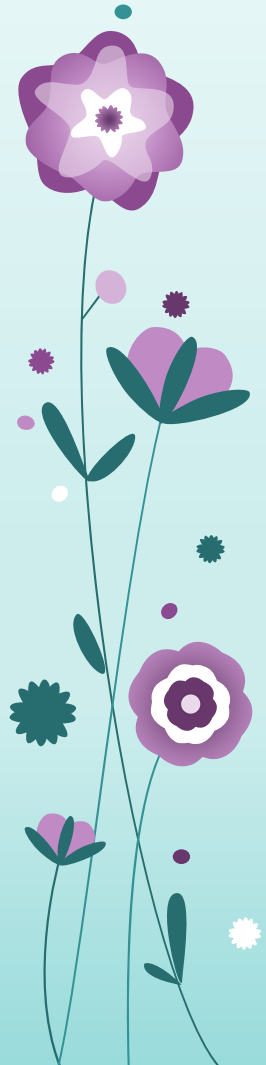


Definition

- Communication skills, which in turn covers:
 - Verbal Communication – what we say and how we say it;
 - Non-Verbal Communication – what we communicate without words, for example through body language, or tone of voice; and
 - Listening Skills – how we interpret both the verbal and non-verbal messages sent by others.
-
- Emotional intelligence – being able to understand and manage your own and others' emotions.
-
- Team-working – being able to work with others in groups and teams, both formal and informal.
-

Cont....

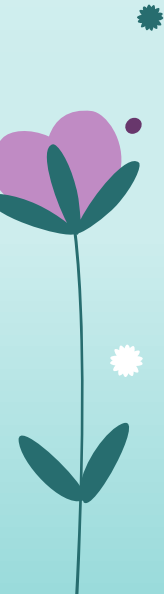
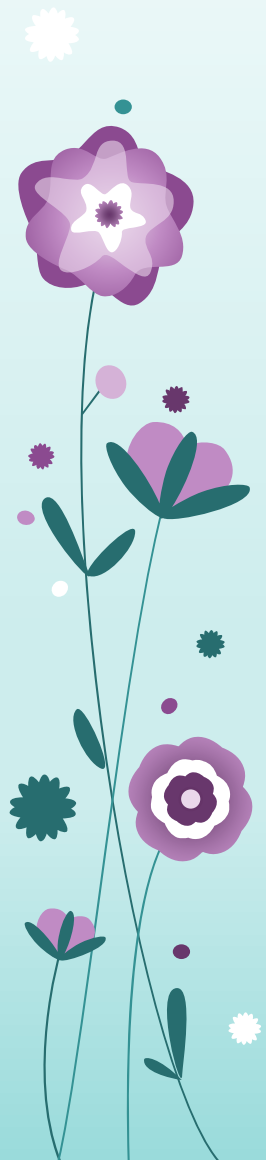
- Negotiation, persuasion and influencing skills – working with others to find a mutually agreeable (Win/Win) outcome. This may be considered a subset of communication, but it is often treated separately.
- Conflict resolution and mediation – working with others to resolve interpersonal conflict and disagreements in a positive way, which again may be considered a subset of communication.
- Problem solving and decision-making – working with others to identify, define and solve problems, which includes making decisions about the best course of action.
-



Assertiveness

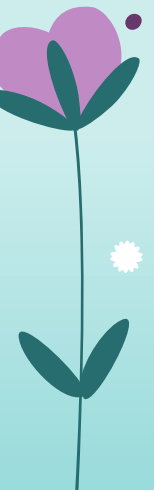
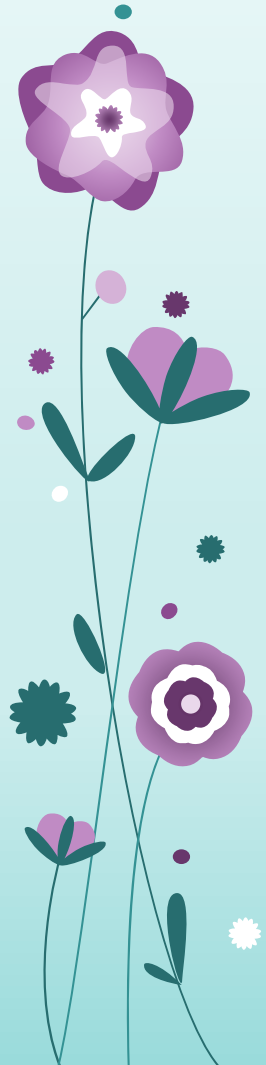
There are times in our lives when we find it difficult to deal with certain situations. Two examples of such situations are:

- Asking someone to return something that they have borrowed.
- Saying “No” and then feeling guilty.
- Communicating our feeling to a partner, family member or friend



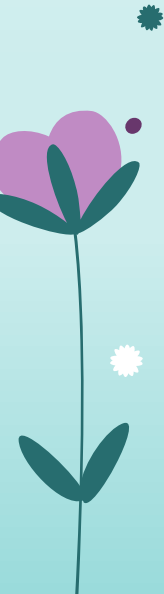
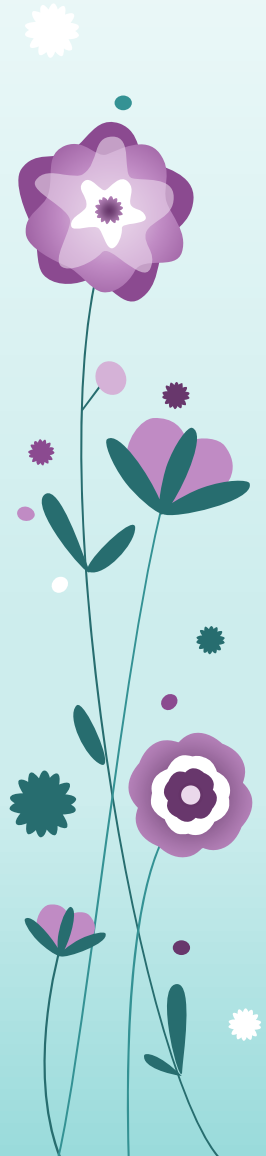
Characteristics of Assertive Individuals

- **Not afraid**
- **Not uncomfortable saying “No”**
- **Direct, honest and expressive**
- **Confident, gain self-respect and make others feel important**
- **High self-esteem**



Importance of Assertiveness

- **Depression**
- **Resentment**
- **Frustration**
- **Temper**
- **Anxiety**
- **Relationship difficulties**



Assertive behavior involves 5 stages

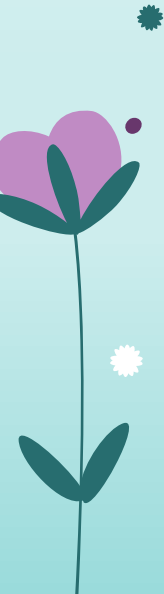
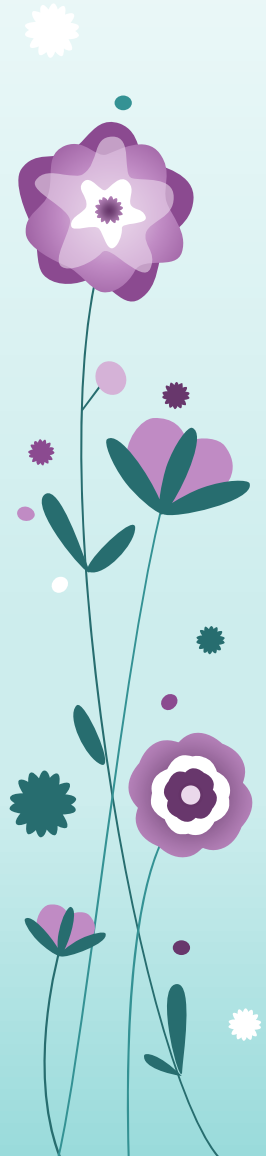
Describing the behavior

Expressing one's feeling

Empathizing with the other person

Offering other problem-solving alternatives

Indicating the consequences



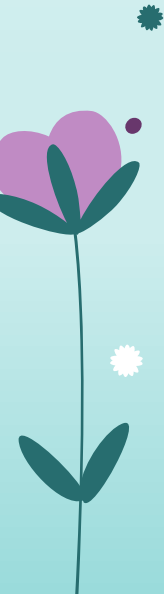
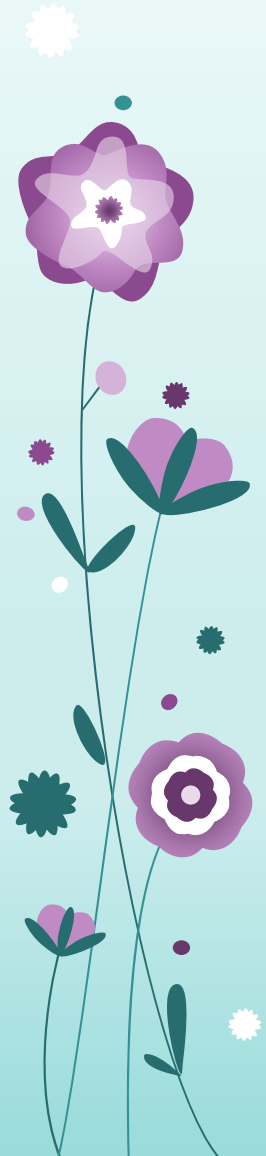
Leadership

- Leadership plays a key role in organizations.
- Leadership ability is a critical skill that leaders must possess.

Definition

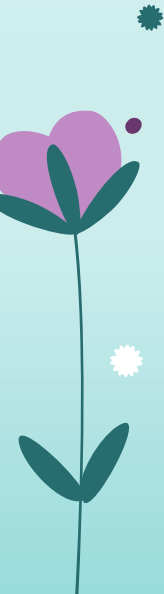
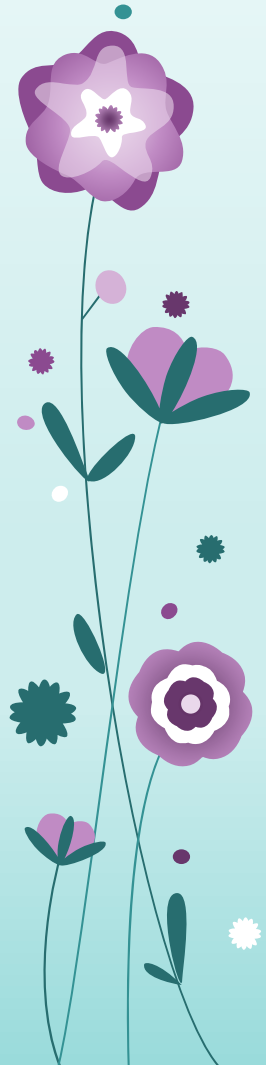
“the process of influencing and supporting others to work enthusiastically toward achieving objectives”

-- by John Newstrom and Keith Davis



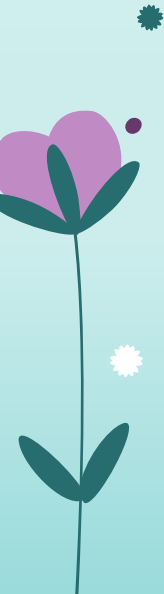
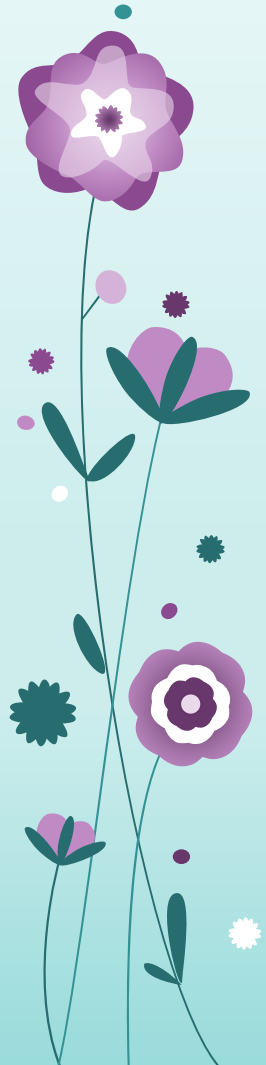
Characteristics of a Leader

- **Drive**
- **Intelligence**
- **Energy levels and stress tolerance**
- **Optimistic**
- **Emotional maturity**
- **Honesty and integrity**
- **Leadership motivation**
- **Self-confidence**



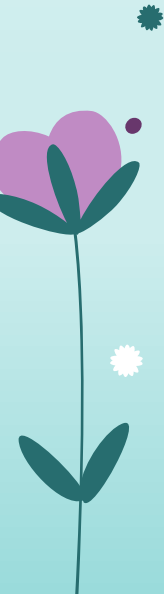
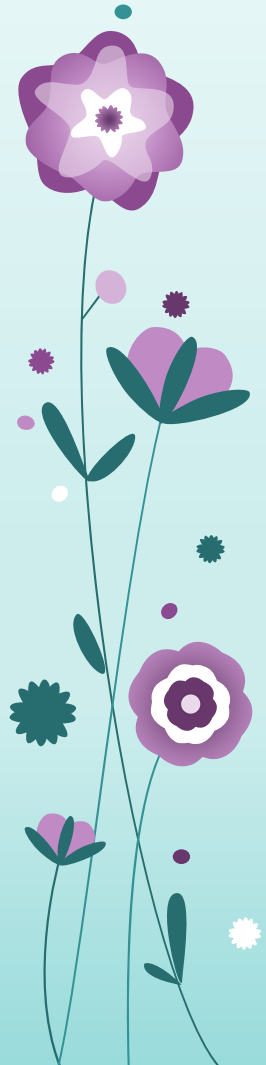
Cont...

- **Cognitive ability**
- **Knowledge of the business**
- **Creativity**
- **Flexibility**
- **Understanding of human nature**
- **Social distance**



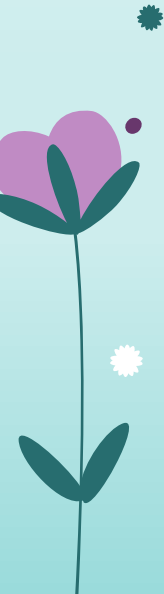
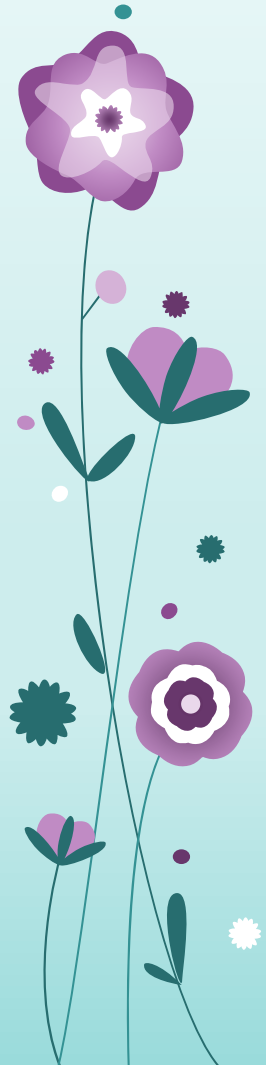
Skills in leaders

- **Technical skill**
- **Interpersonal skill**
- **Conceptual skill**



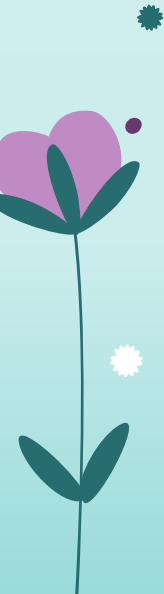
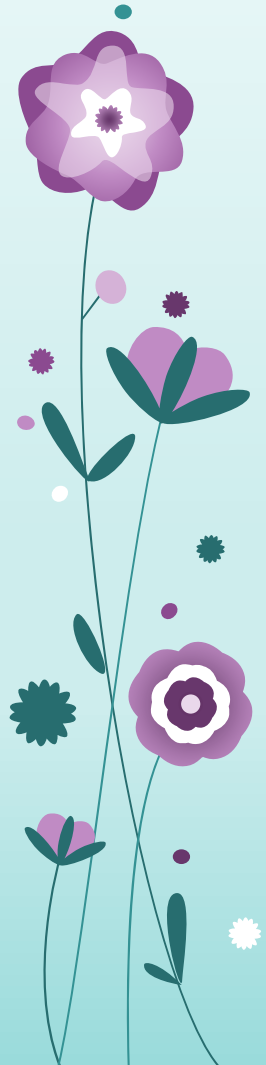
Functions of a Leader

- Policy makers
- Planner
- Executive
- External Group Representative
- Controller of Internal Group Relationship
- Controller of Reward and Punishment
- Arbitrator and mediator



Cont...

- **Exemplar**
- **Father Figure**
- **Scapegoat**
- **Entrepreneur**

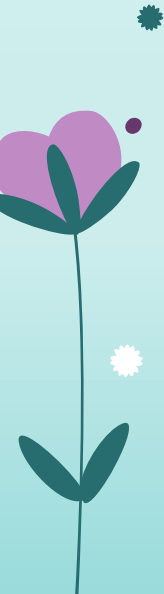
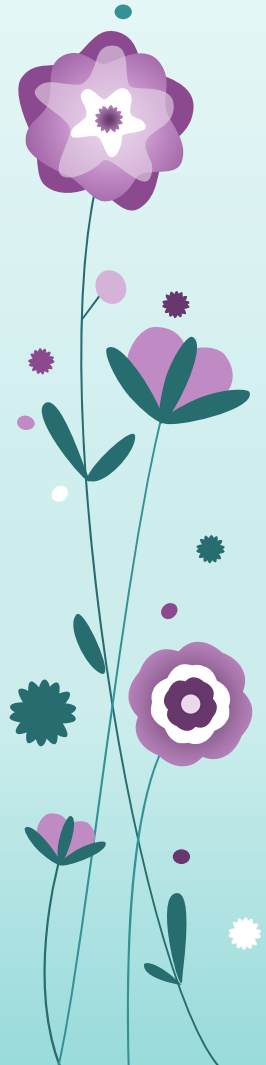


Goal Setting

“it is easier to get somewhere when you know where you want to go”

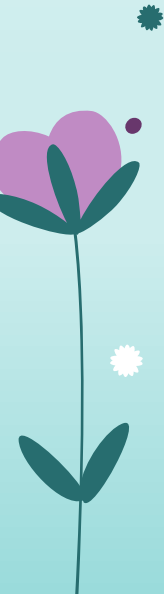
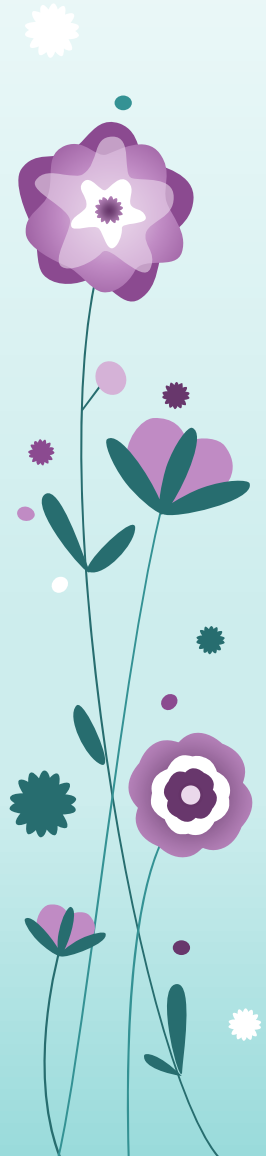
Benefits

- Indicate what has to be done
- Focusing attention
- Encourage better planning
- Create a sense of excitement and encourage



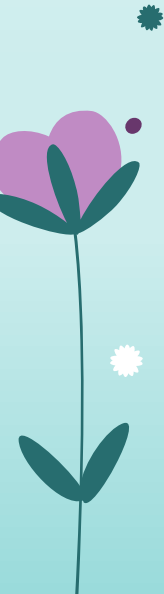
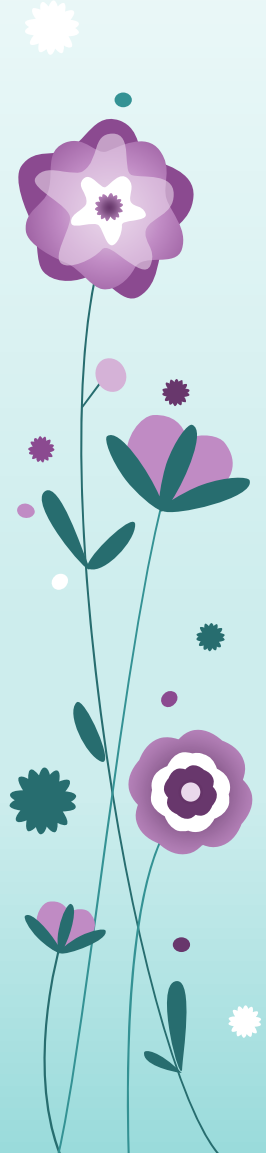
Cont....

- **SWAN- Strength, Weaknesses, Assets, Needs**
- **Sense of achievement and self-worth**



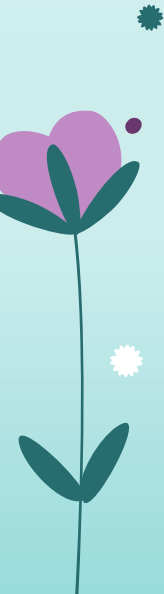
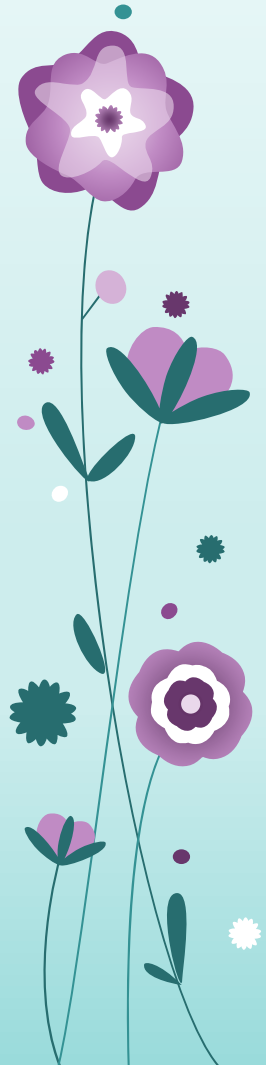
Effective Goal Setting

- **S-pecific Goals**
- **M-easurable Goals**
- **A-chievable Goals**
- **R-ealistic Goals**
- **T-ime bound Goals**



Goal Requirements

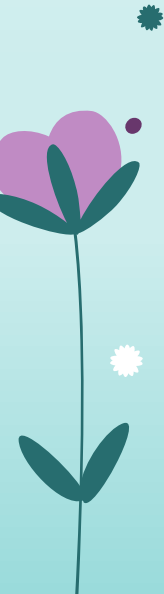
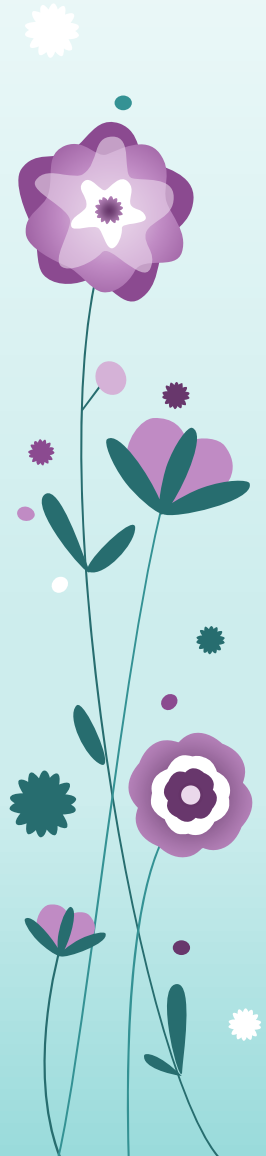
- Participation
- Psychological Contracts
- Support
- Rationale
- Feedback



Cross Cultural Skills

In the International positions the managers have to deal with cultural difference among their colleagues as well as their customers. One of the biggest challenges that managers face in their careers is when they have to work abroad.

Organizations often conduct cross-cultural training programs to help their employees adjust and succeed in a foreign country



The Johari Window

