

### **Ans.1.**Importance of OB

- ❖ OB provides a road map to our lives in organizations
- ❖ OB uses scientific research to help us understand and predict organizational life
- ❖ OB theories and concepts will help us influence organizational events i.e. Manage conflict, make better decisions etc
- ❖ OB helps an individual understand himself/herself and other better
- ❖ OB will help the manager understand the basis of motivation.
- ❖ It is useful for maintaining cordial industrial relations

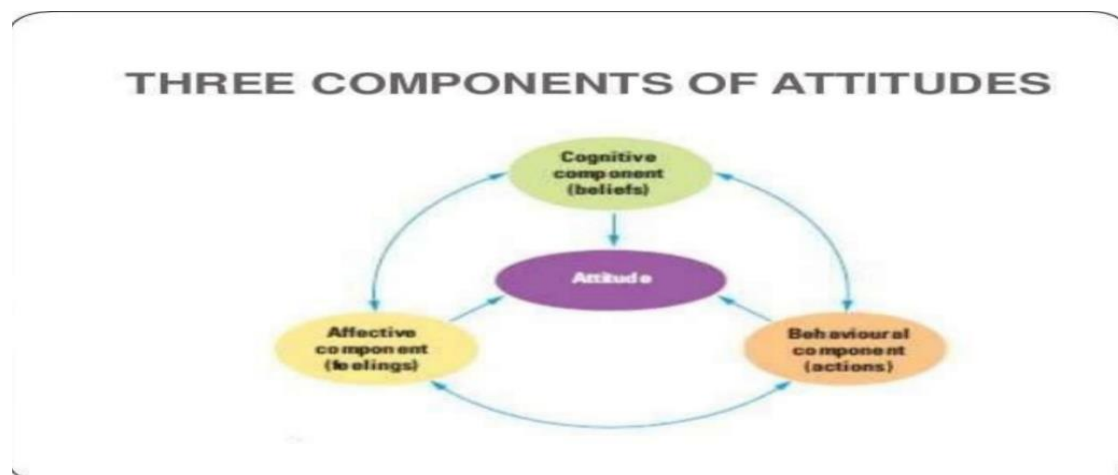
### **Ans.2.**ATTITUDES

- ❖ Attitudes are understood as a beliefs, feelings, and action tendencies of an individual or group of Individual towards objects, ideas & people.

Importance of attitude in an organization:-

1. Career success: Employees' success in the workplace is measured through their performance. Employees with a positive attitude will always think of ways to accomplishing their task in a well-defined Manner.
2. Productivity: With a positive attitude, employees tend to take more interest in what they do and Deliver.
3. Leadership: Working in an organization is all about managing a diverse workforce. Some employees Earn respect easily and people often follow and listen to them.
4. Team work: Good relationships among employees help them to build effective teams where all the Members are united and work for a common cause.
5. Decision making: Having a positive attitude helps employees to take better decisions, in an objective Manner.
6. Motivation: Having a positive attitude helps in motivating employees to overcome obstacles that they May face during the course of their job.

ABC model of formation of attitudeattitude:-



**Ans.3.** Mixed model by Daniel Goleman

❖ **Self Awareness**

- It is ability to know one's emotions strengths, weakness, drives, values & goals & recognize their impact

On others while using gut feeling to guide decision

1. Emotional awareness
2. Accurate self-assessment
3. Self confidence

**Self Regulation**

- ❖ This involves controlling or redirecting one's disruptive emotions and impulses & adapting to changing

Circumstances

1. Self control
2. Trustworthiness
3. Adaptability
4. Innovation

**Motivation**

- ❖ It is being driven to achieve for the sake of achievement

1. Achievement drive
2. Commitment
3. Initiative
4. Optimism

**Empathy**

- ❖ It is about considering other people's feelings especially when making decisions

1. Understanding others
2. Developing others
3. Service orientation
4. Leverage diversity

**Ans.4.** Five personality Model :-

Conscientious (Measure of one's reliability): A personality dimension that describes someone who is Responsible, dependable, persistent and organized. Those who score low on this dimension are easily Distracted, disorganized and unrealizable.

Agreeableness (One's propensity to defer to others): A personality dimension describing someone who is softhearted, good-natured, cooperative and trusting. People who score low on agreeable are cold, Disagreeable, and antagonistic.

Emotional Stability (One's ability to withstand stress): A personality dimension describing someone who is calm, self-confident, secure. Those with high negative scores tend to be nervous, anxious, Depressed and insecure.

Openness to Experience (One's range of interests and fascination): A personality dimension that Describes someone who is imaginative, sensitive and curious. Those at the other end of the openness Category are conventional and find comfort in the familiar.

Extroversion (One's comfort level with relationships): A personality dimension describing someone who is sociable, talkative, open to establishing new relationships and assertive. On the other hand, Introverts tend to be reserved, timid, and quiet.

Justification:-

### Determinants of Personality

1.Heredity: Heredity is the transmission of the qualities from the parents to children through a Biological mechanism. Generally heredity characteristics such as physical stature, facial Attractiveness, temperament, intelligence influenced by who one's parents are.

2.Environment: The environment, i.e. one's early conditions, the family norms, friends & social Group exerts pressure on one's personality formation. The cultural environment in which people are raised plays a major role in shaping personality.

3.Situation: An individual's personality does change depending on the situation. This is because The different demands of the different situations call forth different aspects of one's personality.

**Ans.5.** Personality plays a key role in organizational behavior because of the way that people think, feel, and behave effects many aspects of the workplace. People's personalities influence their behavior in groups, their attitudes, and the way they make decisions.

The Meyers-Briggs Type Indicator (MBTI) is a self-help assessment test which helps people gain insights about how they work and learn. It is a framework for relationship-building, developing positivism, and achieving excellence.

In the MBTI theory, you combine your preferences to arrive at your personality type. You may be an extrovert who likes dealing with people or you might be someone who likes dealing with abstract ideas or information and in that case you would be an introvert.

#### **Ans.6.** Factors Influencing Perception :-

**Perceiver:** When an individual looks at the object and attempts to interpret the same, what he or she sees It is largely influenced by the personal characteristics. Perception is a matter of attitude that can be Positive or negative. Motive is another Factor that plays an important role in perception.

**Perceived:** Objects, events that are similar to each other tend to group together and have a tendency of Perceiving them as common group for example. Blacks, Whites or Indians etc irrespective of their Different characteristics.

**The Situation:** Change in situation leads to incorrect perception about a person. Time is one factor, Which influences the perception. Time is related to work setting and social setting.

#### **PERCEPTUAL PROCESS**

1. **Receiving of Stimuli :-**The perception process starts with the reception of stimuli. The stimuli are received from the various Sources. Through the five organs, we see things/objects, hear sounds, smell, taste and touch things. In this Way, the reception of stimuli is a physiological aspect of perception process.
2. **Selecting Stimuli :-**People, in their everyday life, are bombarded by myriads of stimuli. They cannot assimilate all what they Observe or receive from the environment at a time.
3. **Movement:** A moving object receives more attention than an object that is standing still. In a Workplace, the attention will be focused more on a conveyer belt than on painting on walls.
4. **Repetition:** A repeated external stimulus is more attention drawing than a single one. This is why Supervisors have to give directions to workers over and over again for even simple tasks.
5. **Novelty and Familiarity:** Either a novel or a familiar external situation can serve as an attention Getter. New objects in familiar settings or familiar objects in new settings draw more attention.

**Ans 7.** Motivation refers to the set of forces that causes people to behave in certain ways .A basic principle is that the performance of an individual in an organization depends on his or her ability Backed by motivation stated algebraically the principle is

$$\text{Performance} = f(\text{ability} \times \text{motivation})$$

Content theories explain the dynamics of employee needs, such as why people have different Needs at different times. By understanding an employee's needs, we can discover what motivates That person.

Process theories do not explain how needs emerge. Rather, they describe the process through Which needs are translated into behavior. Specially, process theories explain why someone with a Particular need engages in a particular direction, intensity and persistence of effort to satisfy the Need.

**Expectancy theory of motivation.** The expectancy theory is commonly used the management theory for explain why the people engaged in Certain behavior when they have a series of alternatives available to them. It is developed by Vroom in 1964. And essentially it stated that the expectancy was the sum of Motivational force.

$$\text{Motivational Force} = \text{Expectancy} \times \text{Instrumentality} \times \sum (\text{Valence(s)})$$

**Ans.9.** The main purpose of forming formal groups is to help the organization achieve certain objectives. They are simply a group of people who have come together in an informal manner to achieve a particular goal.

#### Various Types of Group:

- 1.Command Groups   2.Task Group   3.Functional Group
- 4.Friendship Group   5.Intrest Group   6.Reference Group

#### Five stages of group development

**Forming:-** In this stage there is a great deal of uncertainty about group's purpose, structure and leadership.

Members are concerned about exploring friendship and task potentials. They don't have a Strategy for addressing the group's task.

#### Storming

At this stage of group development conflict arises because of the need to clarify roles and Behavioral expectations.

One objective at this stage is to resolve the conflict about power and task structure.

#### Norming

At this stage a single leader emerges and this may bring about group cohesion.

There is now a strong sense of group identity and camaraderie.

New group standard roles and behavior expectations are formed for members.

#### Performing

This stage is marked by teamwork, role clarity and task accomplishment.

Group energy moves from conflict to task accomplishment. Productivity is at its peak

#### Adjourning

The groups disband on after the task has been accomplished.

The leader can facilitate positive closure at this stage by recognizing and rewarding group Performance.

**Ans.10.** Team Building :-The process of making teams effective is called team building

The process of team building :-

- ❖ Setting goals and priorities for the team.
- ❖ Analyzing how team's goals and priorities are linked to those of the organization.
- ❖ Analyzing how the work is performed.
- ❖ Analyzing how the team is working, and.
- ❖ Analyzing the relationships among the members who are performing the job.

**Factors that influence team effectiveness:-**

Leadership:-

As you know, a leader has many important functions within a group. The most important is to coordinate group activities so that the group achieves its goals. The group leader also plays a key role in the selection process of new members and in the relations between the group and other groups.

Environmental Factors:-

Group effectiveness is affected by external as well as internal factors. Some of the key environmental factors are briefly discussed below.

Structure, Size, and Culture:-

The size, structure, and culture of the organization can influence the success of the group. For instance, a group with an egalitarian status structure may have difficulties functioning in an organization with a rigid hierarchical structure.

Social Loafing:-

Social loafing occurs when one or more group members contribute little or nothing to the group and rely on the efforts of other members to accomplish group goals.

Ans.11.