

ORGANIZATIONAL BEHAVIOUR:

OB describes how people interact with one another and their behaviour inside an organisation and how these interactions between people will influence the working and performance of an organisation

* Nature of OB:

1. Separate field of study not a discipline
2. Interdisciplinary approach

Performance of an organisation

* Nature of OB:

1. Separate field of study not a discipline based on theory.
2. Interdisciplinary approach
(Psychology, sociology, anthropology)
3. Applied science
4. Normative Science
5. Humanistic and optimistic approach
6. A total system approach

* Scope of OB: - (3)

1. Individuals.

- Personality
- Perception
- Attitude
- motivation
- Job Satisfaction
- Learning
- Value

2. Group of Individuals

- Group dynamics
- Group conflicts
- Communication
- Leadership
- Power and politics

3. organisation/structures:

→ structure

→ culture

→ change

→ development

to perform efficiently

Types of organisational envnt:

→ ② types.

1. Internal/micro Environment:

events that occur inside an org. will come under Internal

Financial Resources → funding, Investment, Income

Physical " → location, equipment, facilities

Human " → employees, audiences, volunteers

events that occur inside an org. will come under internal

- 1) Financial Resources → funding, Investment, Income
- 2) Physical " → location, equipment, facilities
- 3) Human " → employees, audiences, volunteers

2. External / macro Environment:

outside the organisation.

- further @ types.
- General envnt
- Task envnt

- General Environment:

1. Economic Environment
2. Socio - culture Environment
3. Political legal Environment
4. Technological Environment

- Task Environment:

1. customers
2. Suppliers
3. Competitors
4. Financial Institution

* Impact of IT on organizational Behaviour:

Technology → basic factors in economic development

modern technologies → Productivity ↑ and also good quality at low prices.

IT helps the org. improvement in following ways:

- communicating and sharing info.
- discover and apply for job vacancies
- reducing manual work

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- Personal commⁿ application instead of a common application for everyone

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IT helps the org. improvement in following ways:

- communicating and sharing info.
- discover and apply for job vacancies
- reducing manual work
- Personal commⁿ application instead of a common application for everyone
- training employees

* GLOBALIZATION OF OB:

- OB → not just a small thing, related to many people
- Globalization is a process that integrates people from different society, culture, politics and business across the world.
- it brings lot of people into contact belonging to different category
(A borderless world)
- it is the free movement of people, goods and services

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(A borderless world)
- it is the free movement of people, goods

different category

(A borderless world)

→ it is the free movement of people, goods and services across the boundaries.

General Example:



House 1



House 2



House 3

→ called globalisation.

→ called globalisation.

* DIVERSITY OF OB:

Diversity refers to differences in various aspects such as age, gender, race, marital status, ethnic origin, religion, education and so on.

→ diversity leads to increased productivity because we learn and grow from many categories of people

→ called globalisation.

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→ diversity leads to increased productivity because we learn and grow from many categories of people

→ Types of Diversity:

1. Occupation
2. Differences in skills and abilities
3. Personality traits, values
4. Attitudes

* ETHICS:

Ethics involves moral issues and deals with right and wrong behaviour

→ Organization ethics includes various guidelines and principles which decide the way individuals should behave at workplace.

→ Every org. works to earn profits, but how it makes money is more important.

→ Biggest Ethical Issues:

1. Accounting
2. Social media
3. Harassment and discrimination
4. Health and safety
5. Technology | Privacy.

24/0

money is more important.

→ Biggest Ethical Issues:

- ✓ 1. Accounting - correctly.
- ✓ 2. Social media
- ✓ 3. Harassment and discrimination
4. Health and safety
5. Technology | Privacy.

* CULTURE IN OB:

Organizational culture is how leadership takes care of its business, stakeholders and employees.

→ Types of organizational Culture:

→ (4) types

1. Adhocracy culture
2. clan culture
3. Hierarchy culture
4. Market culture.

2. clan culture
3. Hierarchy culture
4. Market culture.

4

→ Adhocracy culture:

"Risk taking and innovation"

These companies take risk and also employees are encouraged to think creatively and bring their ideas to table.

Example: Google, Apple etc.

to table.

Example: Google, Apple, etc.

→ clan culture:

"mentorship and teamwork"

These companies are people focused and company feels like family.

Highly collaborative work envnt where each individual is valued and communication - 1st priority

Example: Startups, Small companies.

→ ~~Hierarchy~~ market culture:

"Competition and growth"

main priority → Profits

focus on external success rather than internal satisfaction

Example: larger companies who are already leaders.

→ Hierarchy culture:

"Structure and stability"

... follow traditional concepts

* REWARD SYSTEMS IN OB:

Reward refers to anything that is provided in form of pay, facilities or benefits to encourage the employees for their performance

→ Forms of Reward:

1. money/Pay ★★
2. Recognition

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→ Forms of Reward:

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2. Recognition
3. Benefits.

1. Traditional methods

- Base Pay - Fixed Salary.
- Merit Pay.
- Pay for Performance

1. Individual Incentive Pay plans

- Bonus.
- Investing in stocks

2. Group Incentive Pay Plans.

2. Modern Methods:

- Reward for leadership effectiveness
- Reward for contributing to goals
- Pay for knowledge
- Skill Pay
- Competency Pay
- Broadbanding

2. Modern Methods:

- ✓ Reward for leadership effectiveness → managers
- ✓ Reward for contributing to goals — customer Quality
- ✓ Pay for knowledge
- ✓ Skill Pay — Special Skill →
- ✓ Competency Pay
 - Broadbanding

- ✓ Skill Pay - Special Skill
- ✓ Competency Pay
- ✓ Broadbanding

(2) Recognition:

appreciating the employees who showed good
Performance

- In form of awards.

(3) Benefits:

These are additionally given with money in order to attract and retain the employees for long term.

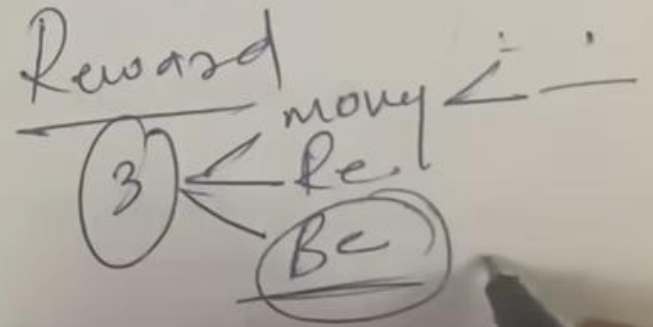
- It Includes

- Life Insurance
- Health Insurance
- Vaccination
- Pension
- Cafeteria
- Coupons

These are additionally given with money in order to attract and retain the employees for long term.

- It Includes

- ✓ Life Insurance
- ✓ Health Insurance
- ✓ Vacation Hours
- ✓ Pension
- ✓ Cafeteria, food coupons
- ✓ Tuition Assistance



* PERCEPTION:

Every person has different type of thinking



has their own viewpoint

is called perception.

managers → should know about their employees perception and behave with them accordingly.

According to Van Haller Gilmer,

Nature/characteristics of Perception:

✓ 1. Subjective Process

based on personal interests/opinions/feelings.

2. Activation Process:

makes an individual active

3. wider than sensation:

sensation - just look/touch/drink etc

Perception - analysing/thinking about what

2
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3. wider than sensation:

sensation - just look/touch/drink etc

Perception - analysing/thinking about what we have sensed

4. multiple Use:

used in many ways - selection of employees,

makes an individual active

✓ 3. wider than sensation:

sensation - just look/touch/drink etc

Perception - analysing / thinking about what we have sensed

4. multiple Use:

used in many ways

- selection of employees,
- training
- Rewards

5. mental Process:

we have sense

4. multiple Use:

used in many ways

- selection of employees,
- training
- Rewards

5. mental Process:

mind is necessary for selecting, organising and
Interprets the information

6. Specific Interpretation:

Each person → diff explanation/opinion about

mind is necessary for selecting, organising and
Interprets the information

6. Specific Interpretation:

Each person → diff explanation/opinion about
a scenario.

7. Various Components:

→ needs, values,
feelings

Perception depends on Intesinal and Extesinal
components.

→ Importance of Perception:

1. To understand employees
2. Important in cognitive process
3. Shapes the personality of an Individual
4. Study of mental activities
5. Knowledge of unsatisfied needs.

→ Importance of Perception:

1. To understand employees
2. Important in cognitive process → mental → thinking,
3. Shapes the personality of an Individual.
4. Study of mental activities → thoughts, views, ing, moti.
5. Knowledge of unsatisfied needs.

* PERCEPTUAL SELECTIVITY:

Environment → there is lot of information

But, everything is not needed for us
we focus only on only what we need

unwanted → ignore

i.e we are selecting our perception.

This is called perceptual selectivity.

Example: TV - many channels.

→ Factors Influencing Perceptual Selectivity:

→ ② types

1. Internal factors

2. External factors

→ Internal factors:

1. Self concept

→ ② types

1. Internal factors
2. External factors

→ Internal factors:

1. Self concept
2. Beliefs
3. Expectations
4. Response disposition

→ External factors:

1. Size

2. Inter

3. R

4.

5.

→ External factors:

✓ 1. Size - larger

✓ 2. Intensity - loud sound, good smell, b.

✓ 3. Repetition - ads

✓ 4. Contrast

5. Motion

* SOCIAL PERCEPTION:

- one of the types of perception

→ Process in which perceivers interpret the information about another person

→ Factors influencing social perception:

1. characteristics of ourselves, as perceivers
2. " " target person, whom we are perceiving.

→ Process in which perceiver interprets the information about another person

→ Factors influencing social Perception:

1. characteristics of ourselves, as perceivers
2. " " target person, whom we are perceiving.
3. " " of situation at which we are perceiving.

are perceiving.

3. " of situation at which we are perceiving.

→ characteristics of Perceiver:

1. Familiarity | knowledge about target
2. Attitude
3. Mood
4. Self Concept

→ characteristics of Target:

1. physical appearance
2. Verbal communication
3. Non Verbal communication
4. Intentions

→ characteristics of Situation:

1. context of Interaction
2. Strength of the Situation

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* ATTRIBUTION THEORY:

Attribution → refers to way in which people explain/justify their own behaviour / behaviour of others.

Attribution Theory:

It is a 3 step process which includes,

- observing the behaviour
- determining whether observed behaviour is intentional / not

... behaviour is caused

their own behaviour / behaviour of others.

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It is a 3 step process which includes,

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- determining whether observed behaviour is intentional / not
- determining whether the behaviour is caused by external / internal factors.

→ This theory suggests that behaviour of others cannot be examined on the basis of distinctiveness, consistency and consensus.

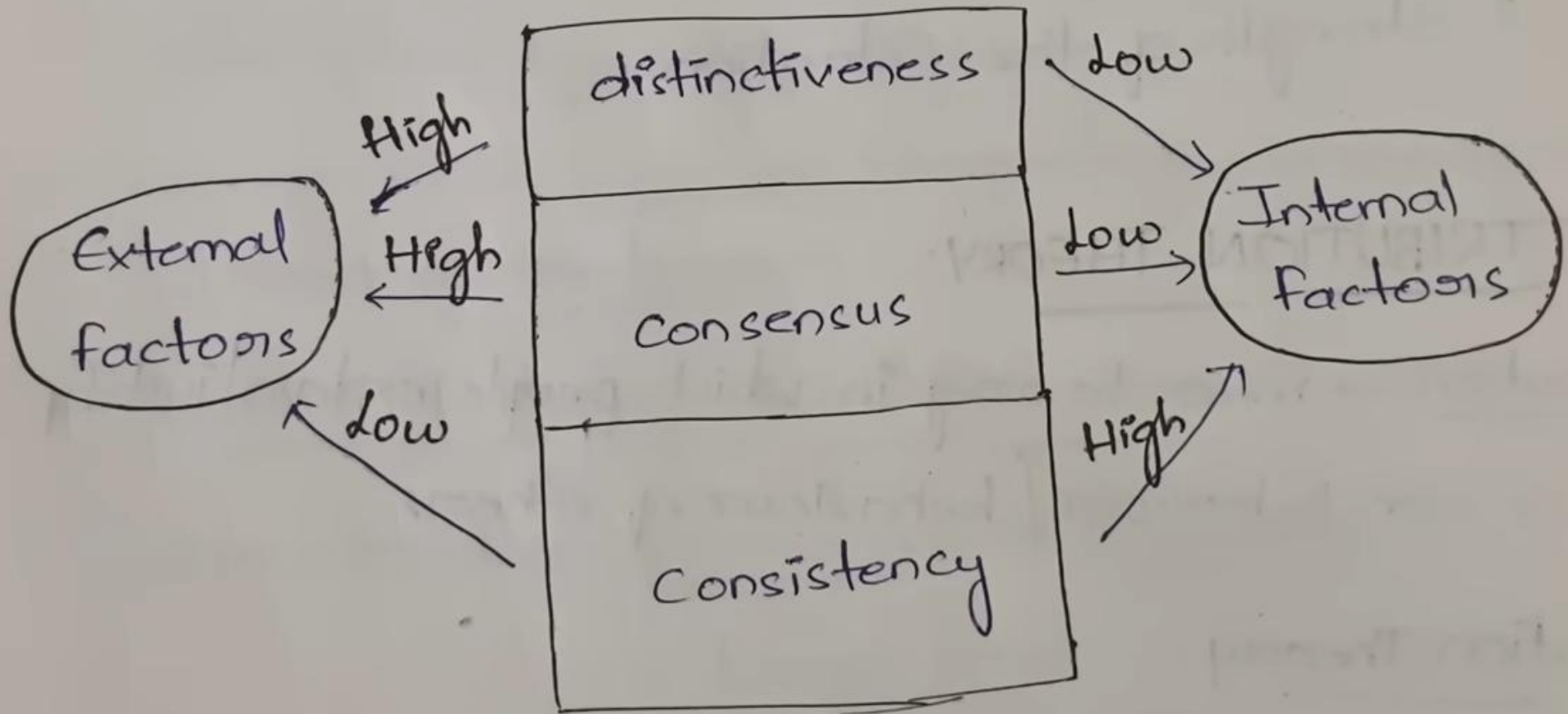
→ attribution theory also depends on i/p from internal and external forces.

Internal → include personal factors, they are in control of person

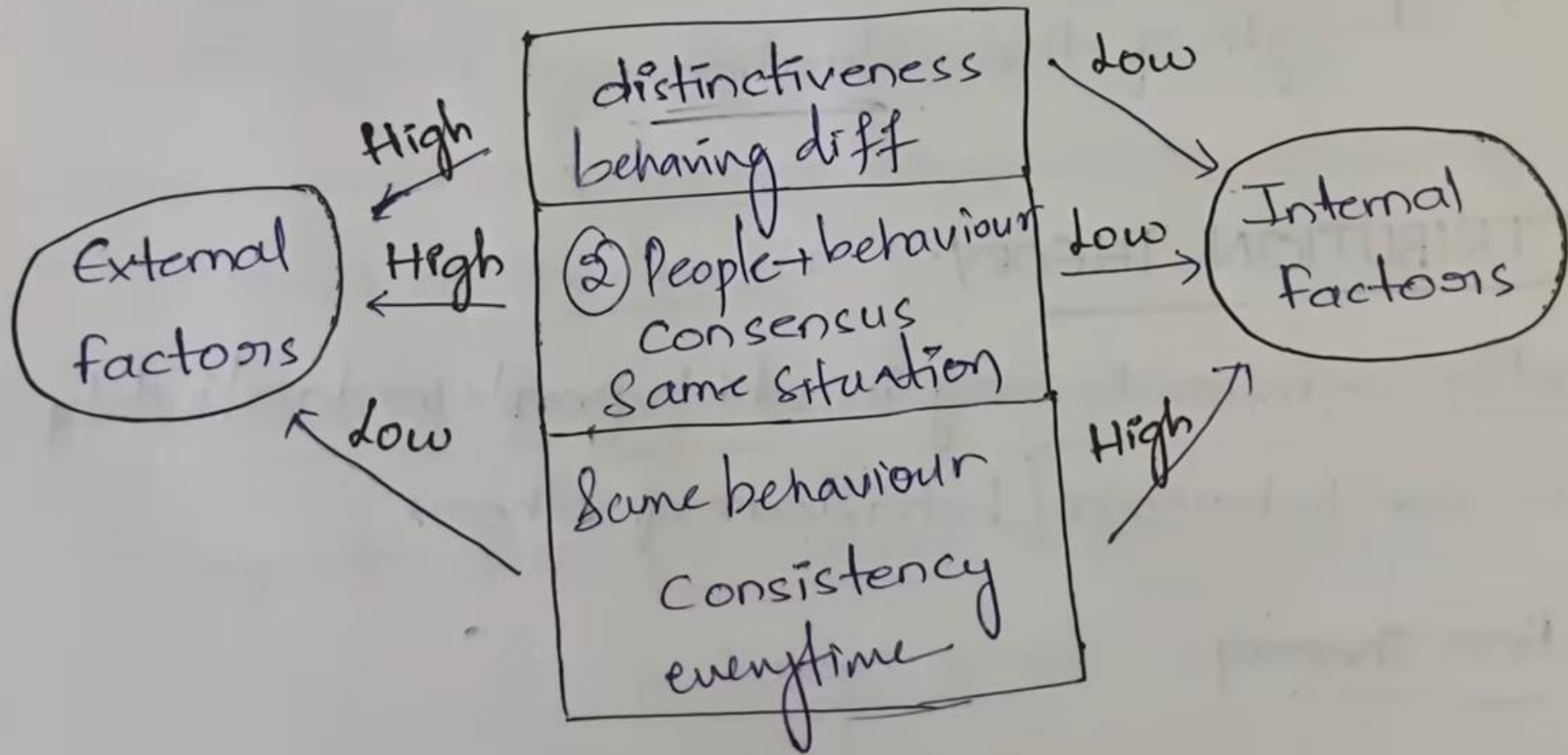
External → outside the control of person, does not include personal factors.

distinctiveness | low

does not include personal factors.



does not include personal factors.



* LOCUS OF CONTROL:

Locus of control is a personality feature that explains the degree to which a person perceives themselves as accountable for events happening around them

→ It is of ② types:

1. Internal locus of control
2. External locus of control

1. Internal Locus of Control:

These people think in a way that they can manage situation themselves.

- These people consider themselves as responsible for events taking place in their life
- more active in decision making and also more socially active

2. External Locus of Control:

These people think that they cannot manage situation

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These people think that they cannot manage situation themselves

- They do not consider themselves responsible for events happening in their life
- they feel everything as luck/fate
- not satisfied with their jobs
- Involve less in work and not socially active
- more stressed people

- Involve less in work and not socially active
- more stressed people

* ATTRIBUTION ERRORS:

When justifying behaviour, sometimes mistakes may happen because of situations / past events / mindset of perceivers etc.

→ (2) types of errors.

1. Fundamental attribution error:

Occurs when someone misunderstands the actions of a person

- while judging / explaining others behaviours, they do not take situations into consideration

Example: If a coworker is late to office, some people think that they are late, no time sense etc.

But actually, there may be other reasons like traffic, emergency etc.

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2. External locus of control
3. Internal locus of control
4. Self-efficacy
5. Self-esteem
6. Self-concept
7. Self-identity
8. Self-regulation
9. Self-monitoring
10. Self-compassion
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100. Self-compassion

2. Self Serving attribution Error:

People attribute their success to internal factors like ability / efforts (own talent) and attribute failure to external factors like luck.

→ Positive things they take credit

Negative things, blame external factors.

Example :

Student good marks → claims that he studied well.

bad marks → blame that paper is hard,

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tough connection etc.

* IMPRESSION MANAGEMENT:

The process in which individuals attempt to control impressions others form on them.

Example: A ~~person~~ person will always think that everyone should think good about them.

Impression management techniques:

1. Self Promotion
2. Appreciation

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2. Appreciation
3. Association
4. Being consistent
5. Behavioural matching
6. Favour

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✓ 2. Appreciation

✓ 3. Association

✓ 4. Being consistent

✓ 5. Behavioural matching

6. Favour

7. Apology

8. Excuse

9. Conformity

* PERSONALITY:

Personality is derived from greek word "Persona"
meaning → to speak through

* Personality is the combination of characteristics or qualities that forms a persons unique identity

→ It signifies the role which a person plays in public

There are (5) factors/dimensions.

1. Heredity:

characteristics are passed from one generation to the next generation

2. Brain:

How we think also shapes our personality.

3. Self Esteem:

Self confidence of a person

the next generation

2. Brain:

How we think also shapes our personality.

3. Self Esteem:

Self confidence of a person

Self confidence → positive attitude & satisfaction

No → negative attitude & no satisfaction

4. Socialization Process:

Self esteem:

Self confidence of a person

Self confidence → positive attitude & satisfaction

No → negative attitude & no satisfaction

4. Socialization Process:

Personality also depends on socialization skills of
a person

5. Person - Situation Interaction:

4. Socialization Process:

Personality also depends on socialization skills of a person

5. Person-Situation Interaction:

In which situation the person is, and with which Person interaction is happening.

* PERSONALITY AS A CONTINUUM:

Every Individual → unique personality

↓

combo. of diff things.

Big 5 model groups different personalities into (5) dimensions which collectively define a person

Each dimension has a continuous series from low to high which describes personality.

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→ The Big 5 model:

dimensions which collectively define a person

Each dimension has a continuous series from low to high which describes personality.

→ The Big 5 model:

It is an important model to measure the personality

The personalities are broken into 5 categories.

each category $\begin{cases} \text{High} \\ \text{Low} \end{cases}$.

1. Openness to Experiences:

each category $\begin{cases} \text{High} \\ \text{Low} \end{cases}$.

1. openness to Experiences:

- Openminded people
- Flexible attitude
- Very creative, curious, Imaginative.
- Risk takers

Low openness:

- follow routine

low.
1. openness to Experiences:

- Openminded people / explore
- Flexible attitude
- Very creative, curious, Imaginative.
- Risk takers

Low openness:

- Follow routine
- No flexible attitude

2. Conscientiousness:

degree to which a person is organised.

- how disciplined and how careful that person is
- Hardworking, neat and systematic, highly depending.

Low conscientiousness:

- not systematic
- less goal oriented
- not depending

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3. Agreeableness:

degree to which a person agrees with others

- helpful, cooperative, friendly and kind.
- controls negative emotions.

Low agreeableness:

- always doubtful

- helpful, cooperative, friendly and kind.
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Low agreeableness:

- always doubtful
- unfriendly and uncooperative

4. Extraversion:

Behaviour where a person enjoys being around
more than being alone

- highly involved in social activities

- always doubtful
- unfriendly and uncooperative

4- Extraversion:

Behaviour where a person enjoys being around people more than being alone

- highly involved in social activities.
- talkative, active, energetic

Low Extraversion:

- Quite, Reserved, shy, Silent

- unfriendly and uncooperative

4- Extraversion:

Behaviour where a person enjoys being around people more than being alone

- highly involved in social activities.

- talkative, active, energetic

Low Extraversion:

- Quite, Reserved, shy, Silent

5. Neuroticism:

- also called emotional Instability.
- tendency to experience negative emotions like anger, stress, anxiety, depression
- more self-consciousness.

low neuroticism:

calm, even-tempered, composed, unemotional

* JOHARI WINDOW:

for improving Self awareness

(knowing about yourself)

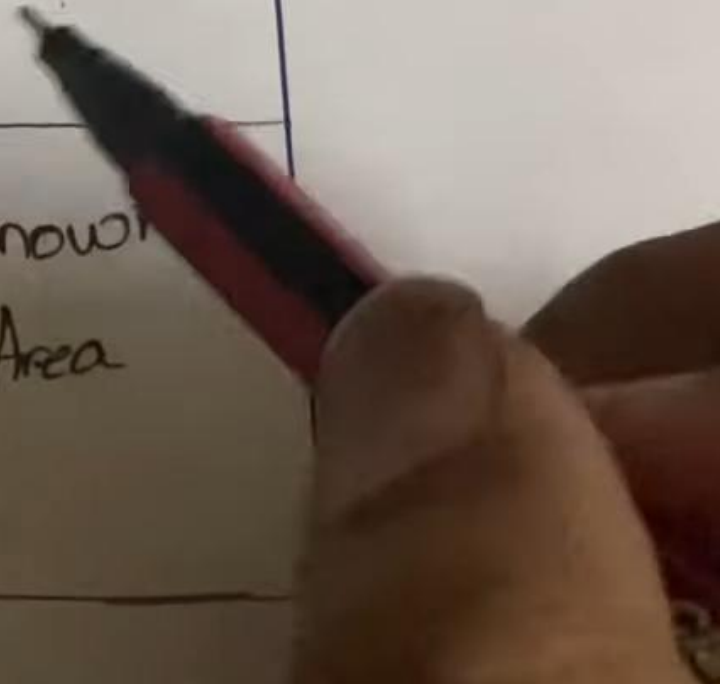
i.e what is your strength and
" " " weakness

- in 1955

- by Joseph and Harvey → ∴ Johari
window → four compartments.

Personality of an individual.

Open Area	Blind Area
Hidden Area	Unknown Area



1. Open | Public Quadrant:

Includes your behaviour, feelings and motives which are known to yourself and also to others.

2. Hidden | Private Quadrant:

Includes your behaviours which are known only to yourself but not to others.

(Ex: Secrets)

Includes your behaviours which are known only to yourself but not to others.

(Ex: Secrets)

3. Blind Quadrant:

Includes your behaviours which you do not know, but other know it

- any unnoticed talent (by you)

4. Unknown Quadrant:

Includes your behaviours which are not known

* TRANSACTIONAL ANALYSIS:

any communication exchange b/w 2 people is called transaction.

→ In 1950's

- method of analyzing and understanding interpersonal behaviour.
- Study of transactions b/w 2 people is called transactional analysis.

Transactional analysis assumes that there are ③ ego states that makes up human personality.

1. Parent Ego State:

A state in which people behave, feel, think like their parents

2 types → 1. critical Parent
2. Nurturing Parent

2. Adult Ego State:

- learn through experiences (no predefined behaviour)

3. child Ego state:

A state in which a person behaves similarly like how they did in their childhood.

- behaves illogically, takes impulsive actions.

* Transacti.

There are (3)

ending

how they did in their childhood.

- behaves illogically, taking quick actions.

* Transaction Types:

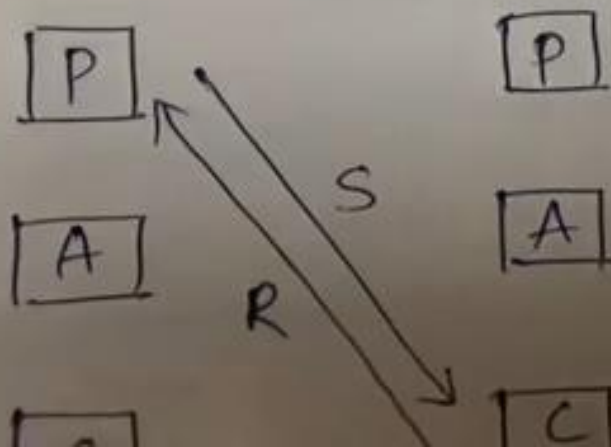
There are (3) transaction types depending on ego states.

1. Complementary transaction.
2. Non Complementary
3. Ulterior

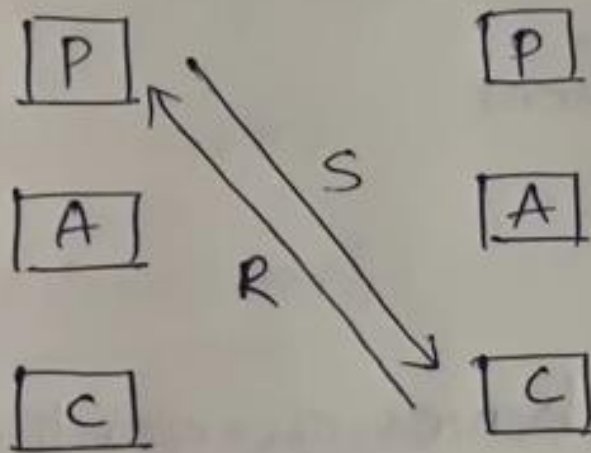
1- Complementary Trans.

-also called parallel trans.

In this trans, when a person sends the stimulus and receives the expected response from other person in terms of ego state.



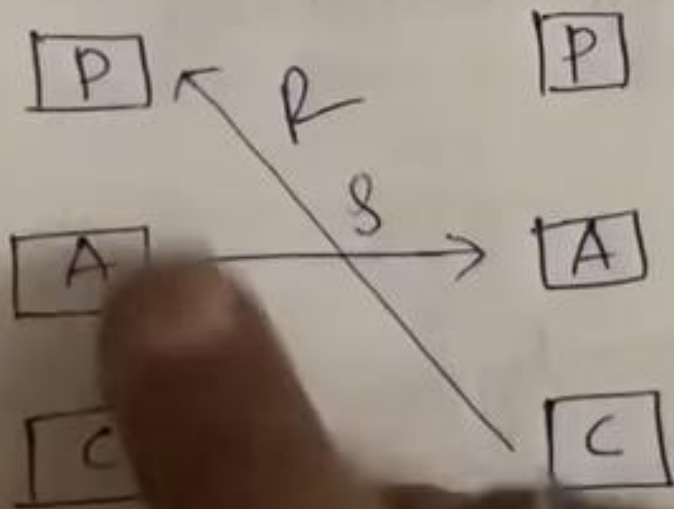
receives the expected response from other person in terms of ego state.



- Both people are satisfied and commⁿ is complete

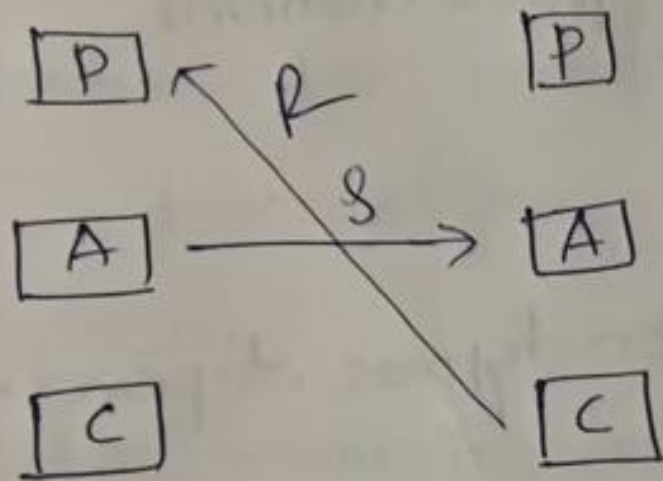
2. Non-complementary Trans:

- also called crossed trans.
- does not get expected response
- as response is not as expected, sender will wind up the trans.



ified and trans.

- as response is not as expected, service is not
up the trans.



- Both people are not satisfied and trans.
is not completed.

3. Ulterior Trans.

- also called as duplex trans.

They are the most confusing trans. as they have double meanings.

↓

everyone understanding → 1 meaning

hidden

→ 1 meaning

- They are unwanted / undesirable trans.

Ex: Sarcastic msgs.

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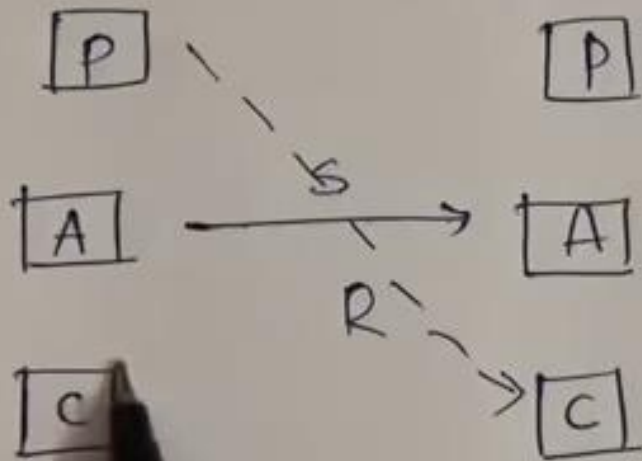
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hidden

→ meaning

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ex: Sarcastic msgs.



* ATTITUDES:

It is a statement / impression either favourable / unfavourable about person / object / event.

- reflects how we feel about something.

Ex: I like chocolate → +ve attitude.

Nature / characteristics of attitude:

1. attitude is learnt from social interactions and experiences.

2. attitude has an object
3. attitude influences behaviour
4. attitude is a stable thing
(not like perception)

Components/dimensions of attitude:

- (3) components.

1. Cognitive Component:

The component of attitude which involves belief/knowledge/
facts/ideas/information towards people, things etc.

Components/dimensions of attitude:

- (3) components.

1. Cognitive Component:

(The component of attitude which involves belief/knowledge/
facts/ideas/information towards people, things etc)

i.e attitude developed due to beliefs, facts etc.

2. Affective Component:

The component of attitude which involves emotions)

(The components of attitude)

- facts/ideas (information towards people, things etc)

i.e attitude developed due to beliefs, facts etc

2. Affective Component:

The component of attitude which involves emotions)

feelings towards people, things etc.

feelings → laugh, kind, angry, like etc.

3. Behavioural Component:

The component of attitude which involves actions

2. Affective Component:

The component of attitude which involves emotions)
feelings towards people, things etc.

feelings → laugh, kind, angry, like etc.

3. Behavioural Component:

The component of attitude which involves actions
towards people, things etc.

* JOB SATISFACTION:

It is an important technique used to motivate the employee to work harder.

"A happy employee is a productive employee".

- refers to positive feelings or attitude that individuals have towards their job. ~~(Not a physical component)~~

- It cannot be seen, it can only be felt

(Not a physical component)

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Factors Influencing Job Security:

1. Pay.

- It cannot be seen, it can only be felt

(Not a physical component)



Factors Influencing Job Security:

1. Pay.
2. Working conditions
3. Promotions and Increments
4. Supervision
5. Teamwork.

- It cannot be seen, it can only be felt

(Not a physical component)

me

Factors Influencing Job Security:

1. Pay - Salary / wages / Bonus → money
2. working conditions
3. Promotions and Increments
4. Supervision
5. Teamwork.

- It cannot be seen, it can only be felt

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Factors Influencing Job Security:

1. Pay - Salary / wages / Bonus → money

2. working conditions

3. Promotions and Increments

4. Supervision - good, supportive,

5. Teamwork. and good mates

3. Promotions and Increments

4. Supervision - good, supportive,

5. Teamwork. and good mates

Outcomes of Job Satisfaction:

1. Improved Performance
2. More turnover
3. Low absenteeism

How to Improve Job Satisfaction:

1. match people with job.
2. fun activities
3. Providing monetary benefits on time

* ORGANIZATIONAL COMMITMENT:

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means the loyalty which employees have towards their organization.

Factors Influencing Org. Commitment:

1. Personal factors
2. Organisational factors

means the loyalty which employee have towards their organization.

Factors Influencing Org. Commitment:

1. Personal factors
2. Organisational factors
3. Non organisational factors.

Outcome of organisational commitment:

their organization.

Factors Influencing Org. Commitment:

1. Personal factors - age, self control, attitude
2. Organisational factors
salary, support, job type
3. Non organisational factors.

Outcomes of organisational commitment:

1. Improved Performance

2. Organisational factors
Salary, support, job type
3. Non organisational factors.

Outcomes of organisational commitment:

1. Improved Performance
2. More turnover
3. Low absenteeism.

How to improve org. commitment:

2. More turnover

3. Low absenteeism.

How to improve org. commitment:

1. Give them assurance of org. justice

2. Hire the right people

let everyone know your mission

create a community type of environment

2. More turnover

3. Low absenteeism.

How to improve org. commitment:

1. Give them assurance of org. justice
2. Hire right people (2) 1X coding 1✓ likes
3. Let everyone know your mission
4. Creating community type of environment

* MOTIVATION:

Motivation is the willingness of a person to make intense and persistent efforts to achieve desired goals.

Ex: UPSC aspirants.

→ Psychological term (cannot be forced)

Process of motivation:

* MOTIVATION:

Motivation is the willingness of a person to make intense and persistent efforts to achieve desired goals.

Ex: UPSC aspirants.

→ Psychological term (cannot be forced)

Process of motivation:

Psychological needs (cannot be forced)

Process of motivation:

1. Identify unsatisfied needs and motives
2. Tension
3. Action to satisfy needs and motives.
4. Goal accomplished
5. feedback

4. Goal accomplished

(drinking)

5. feedback \rightarrow imp

Work Motivation Theories:

- ★ 1. Content Theories
- 2. Process Theories
- 3. Contemporary Theories.

2. Process Theories

3. Contemporary Theories.

Content Theories:

1. Maslow's need hierarchy theory
2. Herzberg two factor theory
3. Alderfer's modified need hierarchy theory
4. McGregor's theory X and theory Y.

* ALDERFERS MODIFIED NEED HIERARCHY THEORY:

- also called as ERG theory.
- improved / modified version of Maslows theory.

Hierarchy

Growth (G)



Relatedness (R)

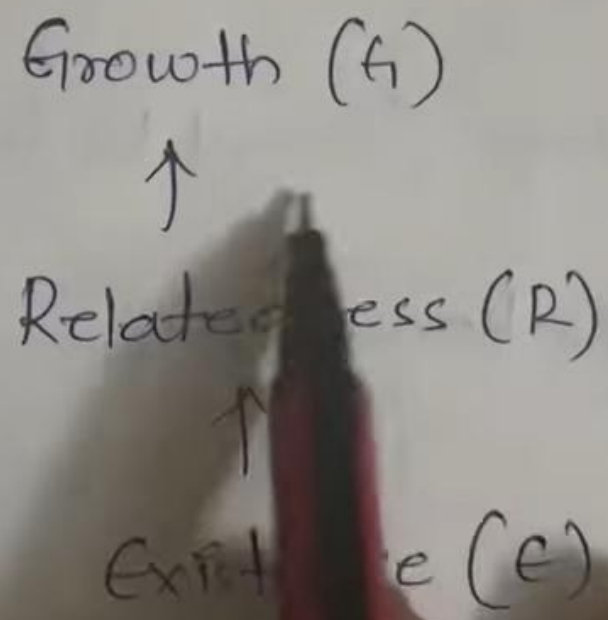


Existence (E)

REVISITORS / MODIFIED / NEED HIERARCHY THEORY:

- also called as ERG theory.
- improved / modified version of Maslows theory.

Hierarchy



1. Existence Needs:

1. Existence Needs:

Basic needs that are needed for our survival
(Physiological needs + Security needs)

2. Relatedness Needs:

Needs required to show you are related to
the society / Social relationships.

(Social needs + Some esteem needs)

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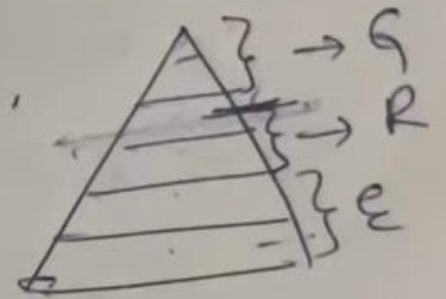
(Social needs + Some esteem needs)



3. Growth Needs:

the society / social relationships.

(social needs + some esteem needs)



3. Growth Needs:

Needs required to develop/grow.

like, to earn more money, to gain more knowledge

(some esteem needs + self actualization needs)

* POSITIVE ORGANIZATIONAL BEHAVIOUR (POB)

defined as the study and application of positive oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in today's workplace.

Criteria for POB: (based on)

1. Theory and research findings

Capacities that can be measured, developed and effectively managed for performance improvement in today's workplace.

Criteria for POB: (based on)

1. Theory and research findings
2. Unique concepts
3. Performance Improvement
4. Open to development
5. Valid measures.

2. Unique concepts

3. Performance Improvement

4. Open to development

5. Valid measures.

forms of POB:

1. Optimism

2. Emotional Intelligence

3. Self Efficacy.

* Optimism:

1. Optimism

2. Emotional Intelligence

3. Self Efficacy.

* Optimism:

It is the tendency to think good about future.

Hoping that something +ve will happen in future.

In negative situations also, people will search for positive things (good part) instead of bad part

* Emotional Intelligence:

It is the ability of employee to identify and accept the emotions of self and others in order to control those emotions

Ex: Something wrong → Boss ~~just~~ anger ↓.

without reacting,
we should think of our
mistake.

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* Self-Efficacy:

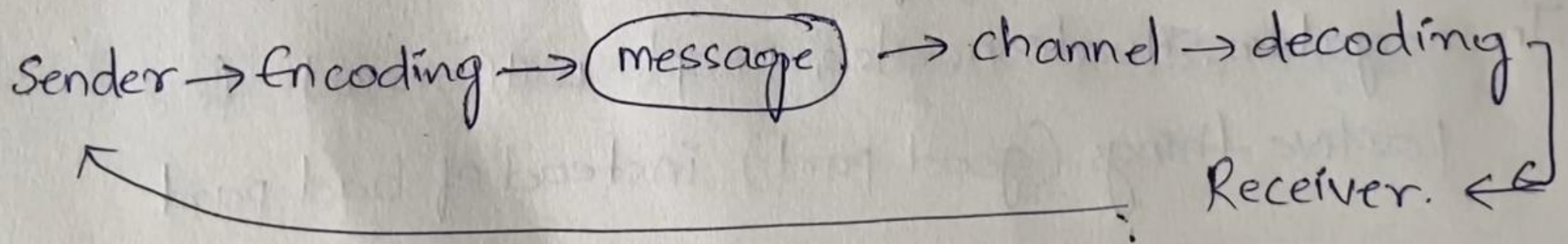
(Self confidence)

When a person believes that he/she can achieve
a particular task successfully, it is called self-efficacy.

* COMMUNICATION:

The process of transferring information b/w sender and receiver through oral, written, visual or e-media is called communication.

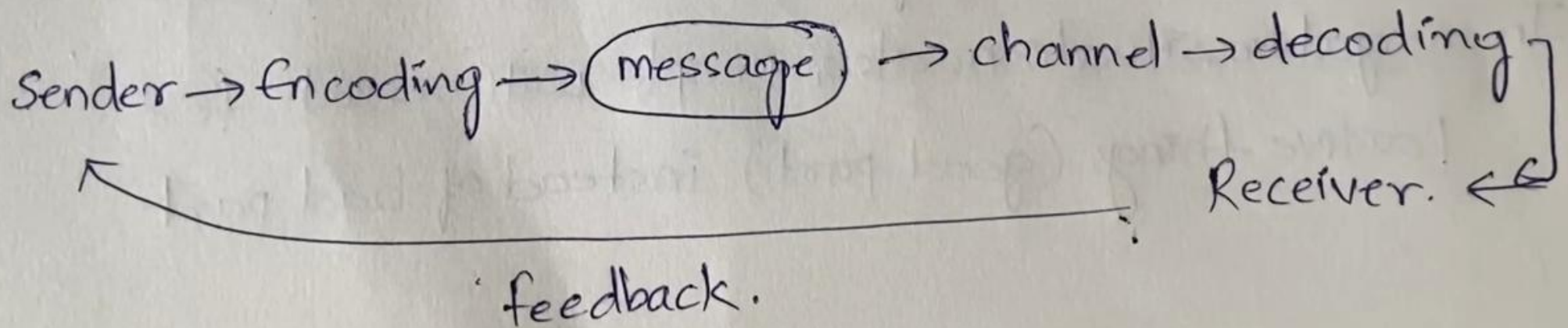
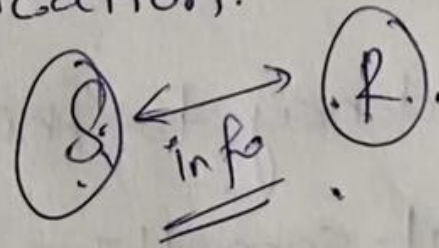
Process:



* COMMUNICATION:

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Process:



Types of Communication:

3 types based on Expression, flow and org-Relation.

1- Based on Expression:

→ ② types.

Verbal commⁿ:

through spoken or written language.

- listening, writing, speaking etc

→ ② types.

Verbal commⁿ:

through spoken or written language.

- listening, writing, speaking etc

- 2 types — 1. Oral commⁿ

2. written commⁿ

Non Verbal commⁿ:

through symbols, signals.

Verbal commⁿ:

through spoken or written language.

- listening, writing, speaking etc

- 2 types — 1. Oral commⁿ (mouth)

2. written commⁿ (hand)

Non Verbal commⁿ:

through symbols, signals.

- facial expression, gestures, signs, body movements.

- facial expression, gestures, signs, body movements.

2. Based on flow:

→ ③ types:
- vertical
- horizontal
- diagonal

Vertical commⁿ:

info. flows from upwards to down or viceversa

revisions

↑ ↓

notes

② types — 1. upward
2. downward.

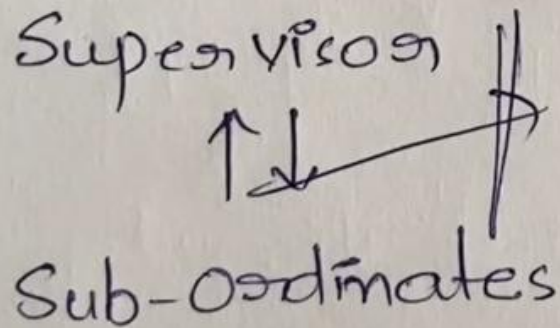
- facial expression, gestures, signs, body movements.

2. Based on flow:

→ ③ types:
- vertical
- horizontal
- diagonal

Vertical commⁿ:

info. flows from upwards to down or viceversa



② types — 1. upward ^{high → low}
2. downward _{low → high}

Horizontal Commⁿ:

(lateral commⁿ)

info. flows b/w people of same level.

Student ↔ student

Diagonal Commⁿ:

info. flows b/w two people who are neither from same level or same department.

info. flows b/w people of same level.

Student \leftrightarrow Student

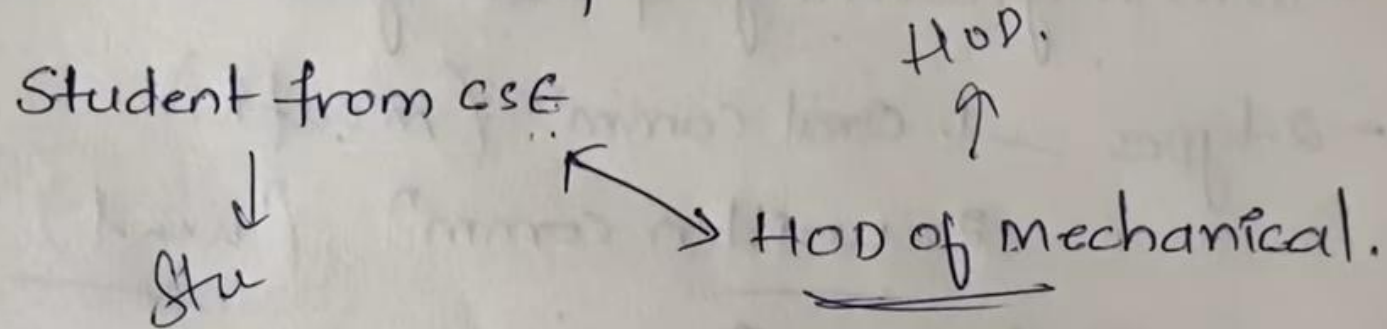
Diagonal Commⁿ:

info. flows b/w two people who are neither from same level or same department.

Student from CSE

\swarrow HOD of Mechanical.

flows b/w two people who are members of
same level or same department.



3. Based on Org. Relation:

→ (2) types.

1. formal commⁿ

2. Informal commⁿ.

* INTERACTIVE COMMUNICATION:

It is an exchange of idea where both participants whether human/machine/art etc are active and have effect on one another

- It is a dynamic two way flow of information

one-way → Radio, TV, Newspaper etc.

2. Informal Commⁿ.

* INTERACTIVE COMMUNICATION:

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- It is a dynamic two way flow of information

one-way → Radio, TV, Newspaper etc.

Why to Use?

1. Task coordination
2. Problem solving
3. Information sharing
4. Conflict Resolution.

* BARRIERS TO COMMUNICATION:

Barrier → some obstacle

→ 5 types.

1. Semantic Barriers:

- Vocabulary
- Jargons

→ 5 types.

1. Semantic Barriers:

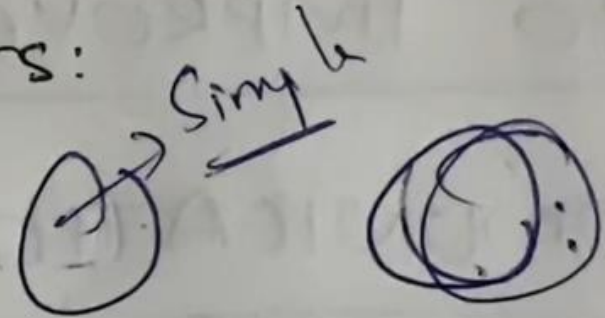
- Vocabulary
- Jargons
- slang
- Wrong Translations.

2. Socio-Psychological Barriers.

→ 5 types.

1. Semantic Barriers:

~~Vocabulary~~



~~Jargons - bob, ttyl~~

~~slang~~

~~Wrong Translations~~

2. Socio-Psychological Barriers

- slang = telangan
- Wrong Translations.

2. Socio-Psychological Barriers:

like Verbal & Non Verbal
- conflicting signals.

- Perceptual differences.

- Attitude differences.

3. Personal Barriers

like

Verbal & Non-verbal
- Conflicting signals.

- Perceptual differences.

- Attitude differences.

3. Personal Barriers

1. Poor listening

2. Emotional conflict

4. Physical Barriers

- defective equipment

- distance

- Noise

5. Organizational

1. Role and sta

4. Physical Barriers

- defective equipment tools
- distance
- Noise

5. Organizational Barriers:

1. Role and status.

- defective equipment tools

- distance

- Noise

5. Organizational Barriers:

1. Role and status.

2. Organizational structure

* STRATEGIES TO IMPROVE FLOW OF

COMMUNICATION:

1. Train Employees.
2. Encourage two way communication
3. Convey clear and concise message
4. Ensure correctness in Information
5. Encourage dynamism

COMMUNICATION:

1. Train Employees. writing, listening
2. Encourage two way communication
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5. focus on dynamism
6. Improve Relationships.

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7. Adopt flat organization structure
8. Provide timely Information.

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* DECISION MAKING:

It is a mental process resulting in selection of an action from various alternatives.

→ important job for a manager.

Steps in decision making Process:

1. Identification of Problem
- " Alternatives.

* DECISION MAKING:

It is a mental ^{→ mind} process resulting in selection of an action from various alternatives.

→ important job for a manager. Ex: shopping

Steps in decision making Process:

1. Identification of Problem

... Alternatives.

Steps in decision making Process:

1. Identification of Problem
2. " " Alternatives.
3. Evaluate each "
4. choose the best "
5. Implement the decision
6. Evaluate " "

→ Important job for a manager. ✓

Steps in decision making Process:

1. Identification of Problem (huf)
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New
4. choose the best "
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6. Evaluate " " "

Participative decision making:

In this method, not only managers/leadership, but also employees are involved in DM.

- very popular in modern org.
- encourages employees.
- can be used both formally/Informally.

→ 2 types 1. democratic Technique

* GROUP DECISION MAKING:

Decision making is done by group instead of a single person

Techniques in group decision making:

1. Brainstorming:

- Spontaneous ideas.

- Initially, all ideas are gathered

- then ideas are evaluated

- criticism is not allowed

Idea also

2. Nominal Group Technique (NGT):

Each person will silently list their ideas

(not in public)

- all ideas are written on chart

- not understood - clarified

- Each idea → Votes

majority wins

(not in public)

- all ideas are written on chart
- not understood - clarified
- Each idea \rightarrow Votes

majority wins

3. Delphi Technique:

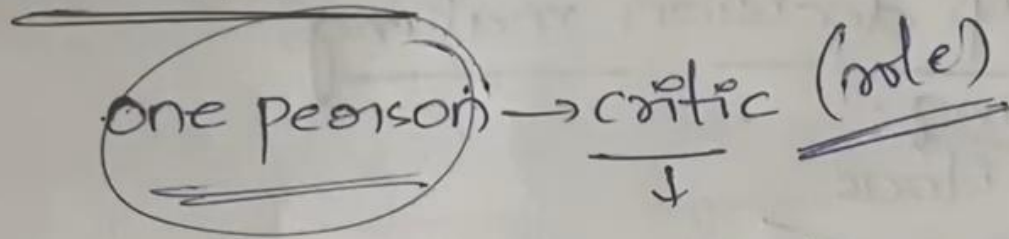
used for forecasting future events

15 to 20 experts are involved

Question bank is sent to experts.

Prepared.

4. Devils Advocate:



will raise all the problems associated with each idea

other people → should give explanations to those problems, and convince the critic.

with each other
other people → should give explanations to
those problems, and
convince the critic.

5. Electronic Meeting:

members of group interact with each other through computers.

- Projector is used

... through computers

- Projector is used

6. Fish Bowling:

all people → circular manner

one person → at center

↓
give ideas

No two people should speak with each other.

only talk with person at center.

comes through computer

- Projector is used

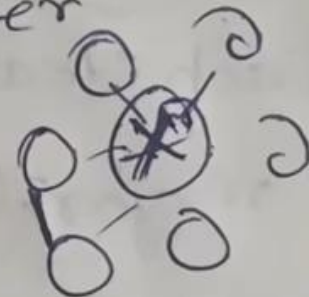
6. Fish Bowling:

roundtable

all people → circular manner

one person → at center

↓
give ideas



No two people should speak with each other.
only talk with person at center.

7. Didactic Interaction:

used when there are two opposite things.

Ex: (Yes and No)

2 Groups $\left\{ \begin{array}{l} \text{Yes} \\ \text{No} \end{array} \right\}$

Both will participate, discuss
and give their idea/opinion

Lastly, either yes/No is accepted

8. Interacting Groups:

* STRESS:

Refers to a tension experienced by a person when they face an extraordinary demands, situations, conditions etc.

→ Types of Stress:

There are mainly (4) types of stress.

1. Individual Stress:

- changes in life and career

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- changes in life and career

- Personality Type

- Role conflict

Home Child college Student

2. Group Stress:

- lack of group coordination

- lack of social support

- Conflict

3. Organizational Stress:

Stress increase - human body disturbs.

- High BP
- Increased heart beat
- Headaches etc.

2. Psychological effects:

- tension
- Boredom
- Negative feelings

- Boredom

- Negative feelings

} Job

} Dissatisfaction

3. Behavioural Effects:

If stress increases, behaviour changes

- low Performance

- high absenteeism

- addiction to smoking & drinking.

* STRATEGIES TO COPE UP WITH STRESS:

divided into ② categories.

1. To cope with stress at individual level:

Physical Exercises

management

therapy

egies

ress at org. level :

* CONFLICT:

State of disagreement / misunderstanding by individuals or groups within the organization resulting from opposing needs.

- Types of Conflicts:

- (4) types.

1. Intergroup Conflict:

b/w groups/departments/sections

— also called organizational conflict . . .

Reason .— task dependence among groups .

2. Intragroup Conflict:

within the group .

— Group politics .

b/w groups/departments/sections

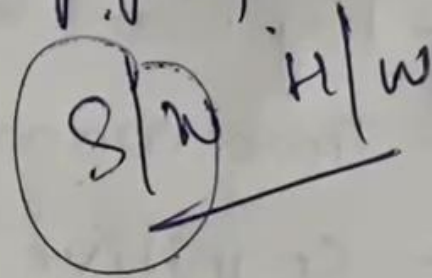
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3. Inter-Personal Conflict:

b/w people/persons/individuals.

2. Intragroup Conflict:

within the group.

- Group politics.

inside

(4)

(S/W) H/W

3. Inter-Personal Conflict:

b/w people/persons/individuals.

reason - Differences in perceptions and personalities.

4. Intra-Personal Conflict:

4. Intra-Personal Conflict:

within a person *single*

Reason - multiple roles.

→ Effects of Conflicts:

divided into ② types.

1. Positive Consequences:

when conflicts are resolved → People feel encouraged and motivated

within a person single

Reason - multiple roles.

→ Effects of Conflicts:

divided into ② types.

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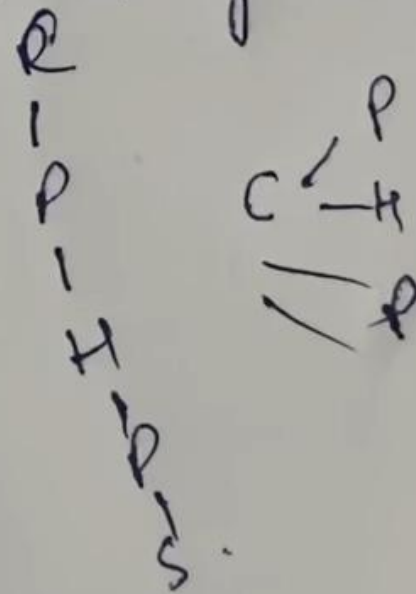
→ failure in achieving goal

* Strategies to cope up with Stress: Conflict

1. minimize and prioritize goals
2. Develop compatibility b/w personal and organizational goals.
3. Organization Restructure
4. Expansion of Resources.

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4. Expansion of Resources.
Machi, Humans, money,



* EMPOWERMENT:

Process of shifting authority to other person in org.

- boosts up the confidence of employees.
- lower level employees can develop skills
- speeds up the decision making process in org.

* Steps of Empowerment:

1. Substantial Involvement:

* Types of Empowerment:

1. Suggestion Involvement:

- employees give ideas

accepting/rejecting - ~~by~~ management

2. Job Involvement:

- employees decide how to execute their job

- feedback from management & improve

* Types of Empowerment:

1. Suggestion Involvement:

- employees give ideas only.

accepting/rejecting - management

2. Job Involvement: Job

- employees decide how to execute their job

- feedback from management & improve

3. High Involvement:

accepting/rejecting - ~~the~~ management

2. Job Involvement: Job

- employees decide how to execute their job

- feedback from management & improve

3. High Involvement:

all the employees are involved in org. performance

- horizontal communication.

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* Types of Empowerment:

1. Suggestion Involvement

employees give

* GROUPS Vs TEAMS:

Groups - formed to share information

- make decisions & individual efforts.
- low interdependence, individual goals.
- Individual performance evaluation.

Teams - formed to achieve a particular task

- members have mutual understanding
- need high interdependence

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* Power and Politics:

collective terms used by groups/organizations to maintain and control their team members.

Power → ability to make things happen by making someone else do it for you.

Ex: Manager - assigns tasks to employees.

Types Of Power:

- 5 types.

1. Reward Power:

else do it for you.

Ex: Managers - assigns tasks to employees.

Types Of Power:

- 5 types.

1. Reward Power:

Person in power → give rewards to ones who perform better

Ex: managers - good work - incentives, benefits, salary ↑
- normal work - nothing

2. Coercive Power:

2. Coercive Power:

Person in power → give punishments, threaten others if work is not done properly.

- most negative form of power.

Ex: Senior Employee - physical (or) verbal abuse, threaten

3. Legitimate Power:

Person in power → use their powers to make others compliant

- most negative form of power.

Ex: Senior Employee - physical (or) verbal abuse, threaten

3. Legitimate Power:

Person in power → use their powers to make others compliant

- has power to both reward and punish

Ex: CEO - passes any instruction/rules - everyone should follow.

4. Referent Power:

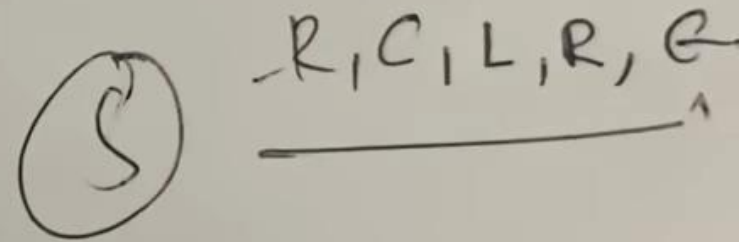
Officially, they do not have any powerful position, but they are talented, well behaved - so, they are respected
- Senior most, influence others

5. Expert Power:

based on a persons skill, knowledge, experience.
- highly respected because of their experience in domain

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Groups - (2) types - 1. formal groups
2. Informal groups.

Teams - (4) types - 1. Project teams

- low interdependence, individual goals.
- Individual performance evaluation.

Teams - formed to achieve a particular task

- members have mutual understanding
Strength, weakness
- needs collective effort, high interdependence
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Groups - (2) types - 1. formal groups - by mgmt
2. Informal groups - by frnds,

Teams - (4) types - 1. Project teams

- members have mutual understanding
Strength, weakness
- needs collective effort, high interdependence
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Groups - (2) types

1. formal groups - by mgmt
2. Informal groups - by frnds,

Teams - (4) types

1. Project teams
2. Self managed teams
3. Virtual teams
4. Operational teams

* NATURE OF GROUPS:

In groups, different people with different skill - same work

- Attitude, feelings and thoughts people in group have towards each other.

- Sharing tasks → common goal

- They have standard behavioural rules

- Groups follow a proper structure where each member's role is properly defined.

* NATURE OF GROUPS:

In groups, different people with different skill - same work task.

- Attitude, feelings and thoughts people in group have towards each other. - group behaviour.

- Sharing tasks → common goal

- They have standard behavioural rules

- Groups follow a proper structure where each member's role is properly defined.

- stages of group development:

- ⑤ stages

1. Forming: Initial stage

group members are not sure about anything
(purpose, tasks)

2. Storming: development stage

- lot of confusions, disageement
- adopting to new environment

3. Norming: settling down st

1. Forming: Initial stage ; who? name, ~~the~~ title
group members are not sure about anything
(purpose, tasks)

2. Storming: development stage

- lot of confusions, disagreements b/w members
- adopting to new environment is also difficult.

3. Norming: settling down stage

- understand each other, share tasks & talk to each other.

development stage

tasks, purpose, process

- lot of confusions, disagreements blw members
- adopting to new environment is also difficult.
new members

3. Norming: settling down stage

- understand each other, share tasks & talk to each other.

4. Performing: fully functioning stage

- start working on tasks agreed in norming stage

5. Adjourning: final stage

new members

3. Norming: settling down stage
 - understand each other, share tasks & talk to each other.
4. Performing: fully functioning stage
 - start working on tasks agreed in norming stage
5. Adjourning: final stage
 - end of group / specific task

* DYNAMICS OF INFORMAL GROUPS:

formal group - official, has particular goals

Informal - not official

- both types co-exist, many organizations will have both types.

Rules of Informal groups:

- helps in group survival and see everyone gets equal benefits.

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- (5) Roles

1. Boundary Spanner: Hindi

acts as bridge between (2) groups when they cannot communicate with each other

2. Buffer:

negative / disappointing information does not reach the group members.

- maintains confidence among its members.

3. The lobbyist:

→ express central goals of the group and see that everyone is clear about them. ^{main objective - why?}

Roles in an informal group:

- (5) Roles

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Roles in an informal group:

Rules

- 5 Roles

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Spanner: Hind
acts as bridge between (2) groups / when they cannot communicate with each other
/ 2 subgroups
① people

2. Buffer:

negative / disappointing information does not reach the group members.

- maintains confidence among its members.

3. The lobbyist:

Promotes about importance of group to others

... information, does not reach
the group members.

- maintains confidence among its members.

3. The lobbyist:

Promotes about importance of group to others.
→ outsiders

4. The negotiator:

gets resources and makes deals on behalf of
the group
funds, investments, sell

5. The Spokesperson:

Logistic
Promotes about importance of group to others.
→ outsiders

4. The negotiator: funds, investments, sell
gets resources and makes deals on behalf of
the group

5. The Spokesperson:
voice of the group.

* DYSFUNCTIONS OF GROUPS & TEAMS:

dysfunctions → malfunction

↓
⑤ dysfunctions

- Inattention to results

- Avoidance of accountability

- lack of commitment

- fear of conflict

- Absence of trust.

} any ①

} → dysfunctioning

dysfunctions → malfunction

↓
⑤ dysfunctions

- Inattention to results

- Avoidance of accountability

- lack of commitment (answerable)

- fear of conflict

- Absence of trust

} any ①

→ dysfunctioning

Aspects of effective teamwork:

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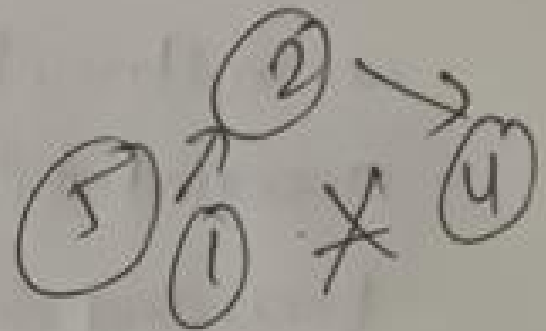
- commitment and trust
- open lines of communication
- diverse capabilities
- adaptable to changing conditions
- confidence
- freedom

Reasons why teamwork fails:

- lack of leadership

Aspects of effective teamwork:

- commitment and trust
- open lines of communication
- diverse capabilities
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Reasons why teamwork fails:

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- lack of leadership (no good leader)
- Presence of negative people in group
- lack of proper training
- lack of defined goals
- lack of motivation & incentive
- No proper understanding
- fear of failure
- No enough group collaboration

Reasons why teamwork fails:

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- presence of negative people in group - Spread
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- lack of motivation & incentives
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Reasons why teamwork fails:

- lack of leadership (no good leader)
- presence of negative people in group - Spread
- lack of proper training (Python)
- lack of defined goals
- lack of motivation & incentives - (Strengths
no culture)
- No proper understanding b/w teammates
- fear of failure
- No enough group collaborations (meetings)

* TEAMS IN MODERN WORKSPACE:

many MNC's believe strongly in teamwork to reach their goals and objectives.

- forming teams across the globe can help employees to connect globally and exchange knowledge.

⑤ functions of team:

- trust
- conflict management
- commitment

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goals and objectives.

- ~~forming~~ teams across the globe can help employees to connect globally and exchange knowledge.

⑤ functions of team:

- trust ✓
- Conflict management
- commitment
- accountability
- focusing on results

Tips for strengthening team:

- focusing on results

Tips for strengthening team:

- communicate properly ^{regularly} with your teammates

- Trust and respect " "

- Share knowledge among each other.

- Accept and provide feedback (+ve or -ve)

- divide work equally

- setting clear goals and objectives

Types of teams in modern workspace:

- Share knowledge among each other
- Accept and provide feedback ~~(+ve)~~ or ~~(-ve)~~
work
- divide work equally among
- setting clear goals and objectives

Types of teams in modern workspace:

- working team ~~(4)~~
- special purpose team
- multi functional/cross functional team
- self managed teams.

* JOB DESIGN FOR HIGH PERFORMANCE:

↓
drafting the tasks, tools, roles, responsibilities, knowledge required to complete given job.

Techniques for high performance job design:

1. Job Simplification
2. Job Rotation
3. Job Enrichment
4. Job Enlargement

3. Job Enrichment.

4. Job Enlargement

Job Simplification:

Task - smaller parts of a job.

should be clearly explained/specified to the person who is doing that.

Job Rotation:

fixed time intervals - employee is shifted from one job to another.

should be clearly explained/specified to the person who is doing that.

Job Rotation:

fixed time intervals - employee is shifted from one job task → 90 days to another.

- they do not get bored
- different tasks in limited period of time.
- can enhance skills by working on various tasks.

Job Enrichment:

- they do not get bored
- different tasks in limited period of time.
- can enhance skills by working on various tasks.

Job Enrichment:

Single person - should have many skills.

main focus - effective resource utilization

So that, organizations will never suffer

shortage of resources.

Goals - Description

Job Enlargement:

multiple tasks - single person
combined

Single person - more tasks - simpler.
(more skills)

Ex: HOD - managing + teaching.

& skills - mgmt skills, teaching skills.

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* GOAL SETTING FOR HIGH PERFORMANCE:

- one of the motivational theory

" setting clear and challenging goals can lead to better
Performance

necessary conditions for high performance:

- goal acceptance / goal commitment

- goal specificity

- goal difficulty

- one of the motivational theory

" setting clear and challenging goals can lead to better
Performance

necessary conditions for high performance:

- goal acceptance / goal commitment
- goal specificity
- goal difficulty
- feedback on progress toward goal

Importance:

- one of the motivational theory

" setting clear and challenging goals can lead to better Performance

necessary conditions for high performance: accept

- goal acceptance / goal commitment
- goal specificity
- goal difficulty → Capability
- feedback on progress toward goal

Importance: can help you

- goal specificity
- goal difficulty → Capability
- feedback on progress toward goal!

Importance: can help you

what do you
get

- stay focused
- stay motivated
- concentrate on learning new skills
- constantly improving yourself

- goal difficulty → Capacity
- feedback on progress toward goal

Importance: can help you

what do you
get

- stay focused
- stay motivated
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- constantly improving yourself

* avoid multiple goals bcz they lead to confusion.

Example: Human Resources dept

- Goals
- Recruiting
 - Staffing
 - training
 - Rewards and compensation
 - Employee satisfaction & retaining

* QUALITY OF WORK LIFE:

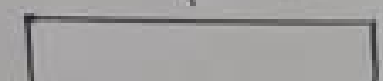
means favourableness / unfavourableness of an employee to do job in that particular organization.

important factor → work life balance.

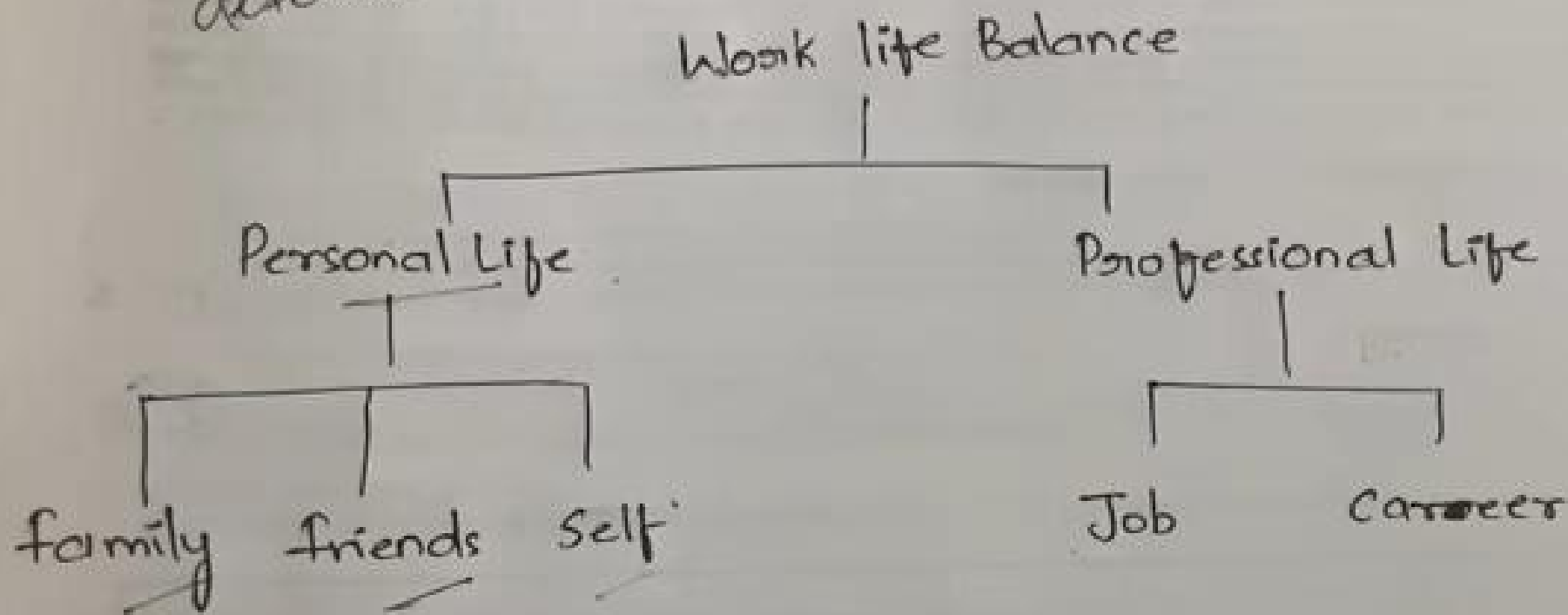
Work life Balance

Personal Life

Professional Life



determine



- this allows employees to have proper balance b/w
Personal and professional life

- time management also.

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Steps to improve Work Life Balance:

1. create work leisure plan
2. Leaving out activities that need more time and energy but having less importance (or) benefits.
3. Outsourcing time consuming work to others
4. Allocate enough time for relaxation
5. Prioritizing your work

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* Benefits of work life Balance:

1. motivates employees and improves their performance
2. leisure time helps them to get relief from stress.
3. Relaxed employee has more productivity than stressed one.
4. Can have healthy life style because everything is done on time.

* SOCIO TECHNICAL DESIGN & HIGH PERFORMANCE WORK PRACTICES:

Socio technical design - integration of social and technological aspects of an organization

→ it includes network of users, developers, IT, and environments in which our organization is used and supported.

High performance work practices:

Technology
→ it includes network of users, developers, IT, and environments in which our organization is used and supported.

High performance work practices:

1. System Analysis - identify each system. - Reward, Socioeconomic
2. Flexible working hours
3. Job sharing facilities - better resource
4. Job evaluation and role analysis techniques.

* BEHAVIOURAL PERFORMANCE MANAGEMENT:

concept which reveals the kind of behaviour needed to achieve organizational goals.

Reinforcement and punishment as principles of learning:

In behavioural performance management, we have 2

Principles

1. Reinforcement
2. Punishment

Reinforcement:

Principles - 3

1. Reinforcement

2. Punishment

} → maintain
behaviour

Reinforcement:

accelerating the probability that a behaviour may reoccur

- 3 components

1. Positive Reinforcement:

Reward for a particular behaviour

Intensity of reward is according to behavior
individual

2. Punishment

Reinforcement:

accelerating the probability that a behaviour may reoccur

- 3 components - ^{plus} _{minus} extinction

1. Positive Reinforcement:

Reward for a particular behaviour

Intensity of reward is according to behaviour of an individual

2. Negative Reinforcement:

individual

2. Negative Reinforcement:

Taking away something to improve the behaviour

3. Example - Gadgets from kids

3. Extinction:

withdrawing or taking reinforcement back

- doing opposite of reinforcement

Ex: Taking rewards back

Punishment:

Given to the person who has undesired behaviours

- most commonly used tool to correct (or) modify the organizational behaviour.

Ex: Salary Reduction, Not giving increments, fines, removal from organization

→ Intensity of punishment depends on intensity of mistake done

→ Punishment can be either private or public

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- most commonly used tool to correct (or) modify the organizational behaviour.

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→ Punishment is a very powerful tool, so should

- most commonly used tool for
organizational behaviour.

Ex: Salary Reduction, Not giving increments, fin
removal from organization

→ Intensity of punishment depends on intensity of mistake
done

Small - Small
big - big

→ Punishment can be either private or public

→ Punishment is a very powerful tool, so
be used carefully.

* PROCESS OF BEHAVIOURAL MODIFICATION:

Step by step process to modify the behaviour of employee to improve the performance of the organization.

- (5) steps

1. Identification:

Managers should classify all behaviours as desirable (or) undesirable.

next, important behaviours should be identified

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to improve the performance of the organization.

- 5 steps Iden, mea, ~~14~~ I, E.

1. Identification:

Managers should classify all behaviours as desirable (or)
undesirable.

next, important behaviours should be identified

2. Measurement:

frequency of critical ^{limit} behaviours should be measured

↳ within limit - no action needed

more than limit - action should be taken.

3. Analysis:

Behaviours that require modification are identified in the previous step

these behaviours are analyzed

2. Measurement:

Frequency of critical ^{imp} behaviours should be measured count
↳ within limit - no action needed
more than limit - action should be taken.

3. Analysis:

Behaviours that need modification are identified
the previous step

These behaviours are analysed

more than limit - action should be taken.

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Behaviours that need modification are identified in the previous step

These behaviours are analyzed

Analysis → will give information about consequences of the behaviour.

4. Intervention:

Analysis → will give information about
the behaviour.

4. Intervention:

Once analysis is done, we should develop an effective

Intervention strategy and implement it

↓
to improve the behaviour

(4) Strategies - positive, negative reinforcement,
extinction, punishment.

the behaviour.

4. Intervention:

Once analysis is done, we should develop an effective intervention strategy and implement it

↓
to improve the behaviour

④ Strategies - positive, negative reinforcement,
extinction, punishment.

5. Evaluation:

to improve the behaviour

④ Strategies - positive ^{→ give}, negative ^{→ remove} reinforcement,
extinction, punishment. →
takeback

5. Evaluation:

Evaluate if all the implemented strategies are
working properly or not

i.e. undesirable behaviour is corrected or not

* LEADERSHIP THEORIES - ACTIVITIES & STYLES:

- ⑤ leadership theories

1. Great Man theory:

suggests that leaders are born with skills required for leadership (by birth)

- Says that leadership ability is inherent

"great leaders are born, not made"

2. Trait theory:

suggests that leadership is born
for leadership (by birth)

- Says that leadership ability is inherent
"great leaders are born, not made"

2. Trait theory:

New leadership behaviours are compared with old and effective behaviour to determine if they are effective or not.

3. Situational theory:

Leadership style should change according to situation.

2. Trait theory:

New leadership behaviours are compared with old and effective behaviour to determine if they are effective or not.

3. Contingency theory:

Leadership style should change according to situation.

i.e. not predefined style

- also suggests that great leadership is a combination of many important factors.

Leadership style should change according to situation.

i.e. not predefined style

- also suggests that great leadership is a combination of many important factors.

4. Situational theory:

Similar to contingency theory.

Suggests that leaders should always change their leadership style according to situation by considering type of task, nature of their followers etc.

5. Behavioural theory:

focuses on behaviour and actions of leadership instead of their character. ex: leader

- ③ behavioural skills are needed
- technical, human & conceptual.

Activities of great leader:

- Establish your own leadership style
- Generate and maintain a plan
- Visit to subordinates daily

their character.)

- ③ behavioural skills are needed
- technical, human & conceptual.

Schemes

good
good leader

Activities of great leader:

- Establish your own leadership style
- Generate and maintain a plan
- motivate subordinates daily
- Evaluate the outcomes

Skills of great leader:

- Evaluate the outcomes

→ results → expectation

Skills of great leader:

- Communication - talk
- motivation
- delegating
- positivity
- trust
- creativity