
CBAT, KUSHTIA

SUB: Organizational Behavior- 2103

Class Note

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1. What is organizational behavior?

Formally defined, organizational behavior for short is the study of individuals and groups in organizations. Learning about OB will help you develop a better work-related understanding about yourself and other people.

Chester Barnard “Organizations are a system of co-operative activities – and their co-ordination requires something intangible and personal that is largely a matter of personal relationships.”

2. Why you need to study OB.

As far back as a century ago, consultants and scholars were giving increased attention to the systematic study of management.

Interdisciplinary Body of Knowledge: OB is an interdisciplinary body of knowledge with strong ties to the behavioral sciences psychology, sociology.

Use of Scientific Methods : OB uses scientific methods to develop and empirically test generalizations about behavior in organizations.

Focus on Application : The field of organizational behavior focuses on applications that can make a real difference in how organizations and people in them perform.

Contingency Thinking: Rather than assume that there is one “best” or universal way to manage people and organizations, OB recognizes that management practices must be tailored to fit the exact nature of each situation.

3. Give three reasons for studying OB?

Scientific thinking is important to OB researchers and scholars for these reasons: (1) the process of data collection is controlled and systematic; (2) proposed explanations are carefully tested; and (3) only explanations that can be scientifically verified are accepted. Research concepts and designs in OB are explained further in the module “Research Methods in Organizational Behavior.”

4.

Technical skill: is an ability to perform specialized tasks.

Human skill: is the ability to work well with other people.

Conceptual skill: is the ability to analyze and solve complex problems.

5. What is Ability.

Ability reflects a person’s existing capacity to perform the various tasks needed for a given job.

6. What is Personality.

Personality represents the overall profile or combination of characteristics that capture the unique nature of a person as that person reacts and interacts with others.

7. The “Big Five” personality dimensions.

- Extraversion—Outgoing, sociable, assertive
- Agreeableness—Good-natured, trusting, cooperative
- Conscientiousness—Responsible, dependable, persistent
- Emotional stability—Unworried, secure, relaxed
- Openness to experience—Imaginative, curious, broad-minded

8. what is Values.

Values can be defined as broad preferences concerning appropriate courses of action or outcomes.

9. What is Attitude.

Attitude is a predisposition to respond in a positive or negative way to someone or something in one’s environment.

10.Components of attitudes.

Cognitive component: The cognitive component of an attitude reflects the beliefs, opinions, knowledge, or information a person possesses.

Affective component: The affective component of an attitude is a specific feeling regarding the personal impact of the antecedents.

Behavioral component: The behavioral component is an intention to behave in a certain way based on your specific feelings or attitudes.

11. What is Perception. Why Perception vary to person to person.

Perception is the process through which people receive, organize, and interpret information from their environment.

When asked how much these points were discussed during performance appraisals: Points Regarding The Subordinate's/ Past performance/ Career development/ Performance development/ Need for supervisor's help/ Future performance goals/ Salary.

The managers in this study and their subordinates responded as follows: No Mention/ Subordinate's perceptions/ Some Mention/ Manager's perceptions/ High Mention.

12. What is Organizational or corporate culture.

Organizational or corporate culture is the system of shared actions, values, and beliefs that develops within an organization and guides the behavior of its members.

13. Basic approaches of OB.

Joint action planning (objectives of OD program and means of attaining goals, e.g., "team building")/ Feedback to key client or client group/ Further data gathering//Data gathering and diagnosis by consultant/ Consultation with behavioral scientist consultant/ Key executive perception of problems/ Data gathering/ Feedback to client group (e.g., in teambuilding sessions, summary feedback by consultant; elaboration by group)/ Discussion and work on data feedback and data by client group (new attitudes, new perspectives emerge)/ Action planning (determination of objectives and how to get there)/ Action (new behavior)/ Data gathering (reassessment of state of the system)/ Feedback/ Discussion and work on feedback and emerging data/ Action planning/ Action.

14. Elements of OB.

Purpose Clarify or create mission and objectives/ People Update recruiting and selection practices; improve training and development/ Strategy Clarify or create strategic and operational plans/ Structure Update organizational design and coordination mechanisms/ Objectives Set or modify specific performance targets/ Tasks Update job designs for individuals and groups/ Culture Clarify or create core beliefs and values/ Technology Improve equipment, facilities, and work flows.

15. forces of OB.

Power base: Rewards Punishments Legitimacy/ Expertise/ Reference

Change strategy: Force-coercion/ Rational persuasion/ Shared power

Change agent behavior: Unilateral action; "command"/ Rational persuasion; expert testimony; demonstration projects/ Empowerment; participative decisions.

Predicted outcomes: Temporary compliance/ Long-term internalization/ Long-term internalization.

16. what is groups.

Groups involve two or more people working together regularly to achieve common goals.

17. Difference between FORMAL GROUPS and INFORMAL GROUPS

There are many ways in the new workplace for groups to be used to great advantage.

FORMAL GROUPS: Formal groups are officially designated for a specific organizational purpose. Formal groups may be permanent or temporary. Permanent work groups, or command groups in the vertical structure, often appear on organization charts as departments.

INFORMAL GROUPS: Informal groups emerge without being officially designated by the organization. They form spontaneously and are based on personal relationships or special interests, and not on any specific organizational endorsement.

17. Benefits of Groups.

• Groups are good for people./ • Groups can improve creativity./ • Groups can make better decisions./ • Groups can increase commitments to decisions./ • Groups help control their members./ • Groups help offset large organization size.

18. Mention the stages of group development.

Describes five stages of group development:

- (1) forming: In the forming stage of group development, a primary concern is the initial entry of members to a group.
- (2) storming: The storming stage of group development is a period of high emotionality and tension among the group members.
- (3) norming: The norming stage of group development, sometimes called initial integration, is the point at which the group really begins to come together as a coordinated unit.
- (4) performing : The performing stage of group development, sometimes called total integration, marks the emergence of a mature, organized, and well-functioning group.
- (5) adjourning: A well-integrated group is able to disband, if required, when its work is accomplished.

19. what is Teams.

Teams are groups of people who work actively together to achieve a purpose for which they are all accountable.

21. How to create A high-performing team/Effective team.

• Communicate high-performance standards./ • Set the tone in the first team meeting.
• Create a sense of urgency/ • Make sure members have the right skills./ • Establish clear rules for team behavior./ • As a leader, model expected behaviors./ • Find ways to create early “successes.”/ • Continually introduce new facts and information./ • Make sure members spend a lot of time together./ • Give positive feedback and reward high performance.

22. Discuss the contributing discipline to the OB.

1. Psychology: The sciences that seek to measure explain and sometime change the behavior of human and other animal. **2. Sociology:** Sociology studies people to their fellow human being. **3. Social Psychology:** Social Psychology is an area within Psychology that blends concepts from Psychology and sociology and that focuses on the influence of the people on one another. **4. Anthropology:** Anthropology is the study of societies to learn about human beings and their activities. **5. Political Science:** Political Science studied the behavior of individual and group within a political environment.

23. Write down the challenges and opportunities of OB.

1. Responding to Globalization: Organizations are no longer constrained by national borders.

(i) Increased foreign assignment: A manager increasingly likely to find himself in a foreign assignment. (ii) Working with the people from different culture: In a country it is find that a manager is working with bosses, peers and other employees. (iii) Managing workforce diversity: workforce diversity means that organizations are becoming a more heterogeneous mix of people in terms of gender. (iv) Improving quality and productivity: Quality improving is the constant attainment of customer.

2. Responding to coming labor shortage: In times of labor shortage, good wages and benefits aren't going to be enough to get.

3. Improving customer service: Management needs to create a customer responsive culture. (i) Improving people skill: OB helps both managers and potential managers to develop the skill of people. (ii) Empowering people: Empowering is the putting employs in charge of what they do.

4. Stimulating innovation and change: Today's successful organizations must foster innovation master the art of change or they will become candidates for extinction.

5. Coping with “Temporariness”: Now managers and employees must learn to cope with temporariness.

(i) Worked in networked Organization: The manager job is different in a networked organization. (ii) Helping employee balance work: The field of OB offers a number of suggestions to guide managers in designing workplaces and jobs. (iii) Improving ethical Behavior: Member of Organization are increasingly finding themselves facing ethical Behavior.

24. Discuss the factors of an individual overall abilities.

- (i) Intellectual abilities: some mentionable basic intellectual abilities are: Number amplitude/ Verbal Comprehension/ Perceptual speed/ Inductive reasoning/ Deductive reasoning/ Spatial visualization/ Memory.
- (ii) Physical Abilities: Physical Ability is the capacity to do mental task demanding stamina dexterity and similar characteristics for example: Dynamic strength/ Trunk strength/ Static strength/ Explosive strength/ Extent Flexibility/ Dynamic Flexibility/ Body Coordination/ Balance/ Stamina.

25. Define learning.

Learning is any relatively permanent change in behavior that occurs as a result of experience. We can say that changes in behavior indicate that learning has been taken and that learning is a change in behavior.

26. Discuss the theory of learning.

Three theories have been offered to explain the learning. Those are follows: (a) Classical conditioning : It is a such kind of conditioning in which an individual responds to same stimulus that would not ordinarily produce such a response. (b) Operant conditioning : Operant conditioning is a type of conditioning in which desired voluntary behavior leads to a reward or prevents a punishment. (C) Social- Learning Theory : People Can learn through observation and direct experience is called Social- Learning Theory. (i) Attention processes, (ii) Retention processes, (iii) Motor reproduction processes, (iv) Reinforcement processes.

27. Write down the importance of values.

- (i) It helps to understand individuals attitude and motivation. (ii) It influence our perception (iii) It influence our attitude.

28. Types of attitudes?

- (i) Job Satisfaction : The term job satisfaction refers to a collection of feelings that and an individual hold toward his or her job. (ii) Job Involvement: It is the degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance important to self worth. (iii) Organizational Commitment: The degree to which an employee identifies with a particular organizations and it's goals.

29. Job satisfaction on employee performance?

- (i) Satisfaction and productivity: When satisfaction and productivity data are gathered for the organization. (ii) satisfaction and OB: satisfied employees would seem more likely to talk positively about the organization. (iii) satisfaction and absenteeism: we find a consistent negative relationship between satisfaction and absenteeism. (iv) Job satisfaction and turnover: satisfaction is also negatively related to turnover.

30. What happens when employees are dissatisfied with their job?

employees are dissatisfied with 4 reasons: (i) Exit: Dissatisfaction expressed through behavior directed leaving the organization. (ii) Voice: Dissatisfaction expressed through active and constructive attempts to improve conditions. (iii) Loyalty: Dissatisfaction expressed by passively waiting for the condition to improve. (iv) Neglect: Dissatisfaction expressed through allowing conditions to worsen including absenteeism.

31. what are the determinants of personality.

- (i) Heredity: Heredity refers to those factors that are determined at conception. (ii) Environment: Environment is the culture in which we are raised; the norms among our family that we experience. (iii) Situation: Situation influences the effect of heredity and environment or personality.

32. Major personality attributes that influence OB.

- (i) Locus of control: The degree to which people believe that they are the masters of their own fate. (ii) Machiavellianism: The degree to which an individual is pragmatic, Maintains emotional distance that ends can justify means. (iii) Self-esteem: It is the individuals degree of liking and disliking themselves and the

degree to which they think as a person. (iv) Self-monitoring: A personality trait that measures an individual's ability. (v) Risk Taking: Risk taking is the making decision against any unfavorable complex situation. (vi) Proactive personality: People who identifies opportunities take corrective action.

33. Motivation: Motivation is the set of forces that cause people to behave in certain ways. Motivation can be defined as the process that account for an individual intensity, direction and persistent of afford toward attaining a goal. An individual's performance is generally influenced by different types of motivation program.

34. Discuss the hierarchy of needs theory of motivation.

(i) Psychological: It includes hunger, thirst, shelter and other bodily needs. (ii) Safety: It includes security and protection from physical and emotional harm. (iii) Social: It includes affection, belongingness acceptance and friendship. (iv) Esteem: It includes internal esteem factors such as self-respect, autonomy and achievement. (v) Self actualization : It is the drive to become what one is capable of becoming includes growth achieving one's potential.

35. Theory X and Y

Theory X: (i) Theory X rests on essentially negative view of people. (ii) They dislike work and will avoid it if possible. (iii) They have ambition. (iv) They want to avoid responsibility. (v) Most people must be coerced controlled and threatened with punishment to get them to work. (vi) people are less ambitious and less interested in management's success.

Theory Y: (i) Theory Y rests on positive view of people. (ii) work is as natural as play or rest. (iii) People are not inherently lazy. They have become that way as a result of experience. (iv) People will exercise self-direction and self control in the service of objectives to which they are committed. (v) People have potential. Under proper conditions they learn to accept and seek responsibility.

36. Discuss two factors theory of motivation.

Two factors theory: A theory that relates intrinsic factors to job satisfaction, while associating extrinsic factors with dissatisfaction.

The two factors intrinsic and extrinsic factors contain some motivational elements Those are: (i) Intrinsic/Motivation factors: Promotional opportunities for personal growth and achievement. (ii) Extrinsic/Hygiene factors: Supervision, pay, company politics and job security.

Two factors theory has not been well supported in the literature, and it has many detractors : 1. The produce that Herzberg used is limited by it's metrology. Contrariety they balm failure on the extrinsic environment. 2. The reliability of Herzberg's metrology is questioned. 3. No overall measure of satisfaction was utilized. 4. The theory is inconsistent with previous research. 5. Herzberg assumed a relationship between satisfaction and productivity.

37. Discuss the McClolland's theory of needs.

(i) Need for achievement: The drive to excel to achieve in relation to a set of standards. (ii) Need for power: The Need to make other behave in a way that they would not have behave otherwise. (iii) Need for affiliation: The desire for friendly and close interpersonal.

38. What do employees want?

(i) A learning activity and choice of assignment: Employees value learning opportunities in which they can gain. (ii) Flexible working hour and time off: Employees value their time and time off. Friability around their work hour will allow them to better. (iii) Personal prise: People like to feel they are needed and their work is appreciated. (iv) Increased autonomy and authority in their job: Greater autonomy and authority tell employees that the organization trust them to act independently. (v) Time with their manager: When manager spend time with their employees then it does two things.

39. Management by Objectives.

Management by Objectives is a program that encompass specific goals for an explicit time period with feedback on goal progress. MBO emphasizes participative set goals that are tangible, verifiable and measurable.

40. Employee Recognition Program(ERP).

ERP covers a wide spectrum of activities. They range from a spontaneous and private “ Thank you” or up to widely publicized formal program’s in which specific types of behavior.

41. Employee involvement program.

Employee involvement is a participative process that uses the entire capacity of employees and is desired to encouraging increased commitment to the organization.

42. Example of involvement program.

(i) Participative management: It is a process in which subordinates share a significant degree of making decision power (ii) Representative participation: It is a process in which workers participate in organization decision making through a small group. (iii) Quality circle: It is a process in which a work group of employees who meet regularly to discuss their quality. (iv) Employee stock ownership plans: Company established benefit plans in which employees acquire stock.

43. Write down about variable pay programs.

(i) Piece rate pay plans: A pay plan in which workers are paid a fixed sum for each unit of production complete. (ii) Bonuses: Bonuses are pay programs that rewards employees for recent performance. (iii) Profit sharing plans: It is an organization wide program that distributes compensation based. (iv) Gain sharing: It is an incentive plan in which improvement in group productivity determine.

44. Variable pay program.

A portion of on employees pay is based on some individual or orginazitional measure of performance.

45. Discuss the classification of group.

(i) Formal group: Formal group is a designated work group defined by organizations structure. (ii) Informal group: Informal group is a group that is neither formally structured nor organizationally determined the need for social contact. (iii) Command group: Command group is a group composed of individuals who report directly to a given manager. (iv) Task group: Task group are those who work together to complete a job task. (v) Interest group: Interest group are those working together to attain a specific objectives within which each is concerned. (vi) Friendship group: Friendship group are those brought together because they share one or more common characteristic.

46. White down the structural variables of work groups.

(i) Roles: Role is a set of expected behavior patterns attribute to someone occupying a given position in a social unit. (ii) Norms: Norms are acceptable standards of behavior within a group that are shared by the group members. (iii) Status: Status is a socially defined position or rank given to groups or group members by others. (iv) Size: Size means the number of members remain in each group. (v) Cohesiveness: Cohesiveness is the degree to which group members attracted to each other and are motivated to stay in the group.

47. What is Norm?

Norms are acceptable standards of behavior within a group that are shared by the group’s member.

48. Discuss the common classes of norms.

(i) Performance norms: Performance norms are extremely powerful in affecting an individual employee’s performance. (ii) Appearance norms: This includes things like appropriate dress, loyalty to the work group or organization. (iii) Social arrangement norms: These norms come from informal work group and primarily regulate social interaction within the group. (iv) Allocation of Resource norms: These norms can originate in the group or in the organization and cover things like pay.

49. What is status?

According to status characteristics theory differences in status characteristics create status characteristics hierarchies within group.

50. What determinates status?

(i) The power a person wields over other: This is largely due to their ability to control the group resources. (ii) A persons ability contribute to a group goals: People whose contributions are critical to the group success also tend to have high status. (iii) An individual's personal Characteristics: Someone who ha personal Characteristics that are positively valued by the group such as good looks, intelligence, money or friendly personality.

51. Write down the relationship between status and Group variables.

(i) Status and Norms: Status has been shown to have some interesting effects on the power of norms and pressures to confirm. For instance high status members of group often are given more freedom to deviate from norms are other group members. (ii) Status and group interaction: Interaction among members of groups is influenced by status. We find for instance, that high status people tend to be more assertive. (iii) Status Inequity: It is important for group members to believe that status hierarchy is equitable. (iv) Status and culture: The importance of status does vary between cultures. For instance status for Latin American and Asian tends to be derived from family position and formal roles held in organization.

52. What is Group size.

Group Size means the shape of a group that is made up by number of members in each group.

53. Types of Group size?

(i) Lange group: Large group is made up with a dozen or more members who are good for gaining diverse input. (ii) Small group: Small group is made up by the seven members. Small group is tend to be more effective for taking action.

54. What is Cohesiveness?

Cohesiveness is the degree to which group members are attracted to each other are motivated to stay in the group.

55. What can you do to encourage cohesiveness?

(i) Make the group smaller (ii) Encourage agreement with group goals. (iii) Increase the time member spend together. (iv) Increase the status of the group and the perceived difficulty of attaining membership in the group. (v) Stimulate competition with other groups. (vi) Give rewards to the group rather than to individual members. (vii) Physically isolate the group.

56. Define work Group.

Work group is a group that interacts primarily to share information and make decision to help each group member perform within his or her area of responsibility.

57. Understand by work team.

Work team is a group whose individual efforts result in a performance that is greater than the sum of the individual input.

58. Differences between the work group and work team?

Work Group: A group that interacts primarily to share information and make decision to help each group member within his or her area of responsibility./ Share information/ Natural (Negative)/ Individual/ Random and varied.

Work team: A group whose individual effort result in a performance that is greater than the sum of the individual input./ Collective performance/ positive/ Individual and mutual/ complementary.

59. Types of work teams.

(i) Problem-solving teams: In problem solving teams members share ideas or offer suggestion on how work processes and methods can be improved. (ii) Self-managed work teams: Self-managed work team includes planning and scheduling of work, making operating decision, taking action on problem. (iii) Cross-

functional teams: It includes employees from about the same hierarchical level. (iv) Virtual Teams: Virtual teams use computer technology to tie together physically dispersed members in order to achieve a common goal.

60. What do you mean by conflict.

Keith Davis- Conflict is an interpersonal process that arises from disagreements over the goal to attain or the methods to be used to conflict those goals.

Conflict may be defined as the process that begins when one party perceives that another party has negatively affected.

61. Discuss the levels of conflict.

(i) Intrapersonal conflict: It is possible for interpersonal role conflict to emerge from within an individual, as a result of competing roles taken. (ii) Interpersonal conflict: Interpersonal conflict is occurred between two persons of same level and it is a serious problem to many people. (iii) Intragroup conflict: Intragroup conflict is a conflict occurs between two departments and groups.

62. Discuss about the sources of conflict.

(i) Organizational Change: People hold differing views over the direction to go the routes to take and their likely success. (ii) Different sets of values: People also hold different beliefs and adhere to different value systems. (iii) Threats to status: Conflict may arise between the defensive person and whoever created a threat to status. (iv) Contrasting perception: People perceived things differently as a result of their prior experiences. (v) Lack of trust: Every continuing relationship requires some degree of trust the capacity to depend on each other's word and actions. (vi) Personality clashes: Some people simply rub us wrong way and we can not necessarily explain.

63. Discuss the transition in conflict thought.

(i) The traditional view: The traditional view of conflict is the belief that all conflict is harmful and must be avoided. (ii) Human relation view of conflict: Human relation view of conflict is the belief that conflict is natural and inevitable outcome in any group. (iii) Interactions view of conflict: Interactions view of conflict is the belief that conflict is not only a positive force in a group.

64. Difference between functional and dysfunctional conflict.

Functional conflict: it is a constructive form of conflict. It is a conflict that supports the goal of the group and improves its performance.

Dysfunctional conflict: It is a destructive form of conflict. It is a such kind of conflict that hinders the group performance.

65. Types of conflict

(i) Task conflict: Task conflict relates to the content and gates goals of the work. (ii) Relationship conflict: Relationship conflict focuses on the interpersonal Relationship. (iii) Process conflict: Process conflict relates to how the work get done.

66. Conflict management.

Conflict management is the use of resolution and stimulation techniques to achieve the desired level of conflict.

67. Write down the conflict process or level of conflict.

(i) Potential opposition or incompatibility: These conditions have been condensed into 3 categories, (a) communication (b) structure (c) personal variables (ii) Cognition and personalization: (a) perceived conflict (b) felt conflict (iii) Intentions: (a) competing (b) collaborating (c) avoiding (d) accommodating (e) compromising (iv) Behaviors (v) Outcomes: (a) functional outcome (b) dysfunctional outcome

68. Negotiation?

Negotiation can be defined as a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

69. Approaches of negotiation or bargaining.

(i) Distributive bargaining: Distributive bargaining is a negotiation that seeks to device up a fixed amount of resources; a win-loss situation (ii) Integrative bargaining: Integrative bargaining is a negotiation that seek one or more settlements that can create a win-win solution.

70. Negotiation process.

(i) Preparation and planning: Before starting negotiation we need to know about something. (ii) Definition of ground rules: After preparation and planning we have to define the ground rules and procedures with other party over the negotiation.(iii) Clarification and justification: When initial position have been expanded both negotiation and other party will explain amplify. (iv) Bargaining and problem solving: The essence of the negotiation process is actual give and take in trying to out an agreement. (v) Closure and implernentation: The final step is negotiation process is formalizing the agreement that has been worked out and developing any procedures that are necessary for implementation and monitoring.

71. What are the issues in negotiation?

(i) The role of mood and personality traits in negotiation : Assessment of the personality- negotiation relationship have been that personality traits have no significant. (ii) Gender differences in negotiations: Women may unduly perspire themselves by failing to engage in negotiations. (iii) Cultural differences in negotiations: negotiating styles clearly varies across national culture. (iv) Third-party negotiation: Occasionally however individuals or group reprehensive reach a stalemate and unable to resolve their differences through direct negotiations.

72. What is Organizational Culture?

Organizational Culture refers to a system of shared meaning held by the member that distinguish organization from other organization. This system of shared meaning is, on closer examination, a set of characteristics that the organization values.

73. Discuss the characteristics of organization culture.

(i) Innovation and risk taking: It is the degree to which employees are encourage to be innovative and task risks. (ii) Attention to detail: It is the degree to which employees to exhibit precision to detail. (iii) Outcome orientation: It is the degree to which management focuses on results to achieve those outcomes. (iv)People orientation: It is the degree to which management decision take into consideration the effect to outcome on people within the organization. (v) Team orientation: It is degree to which work activities are organized around teams rather than individuals. (vi)Aggressiveness: It is the degree to which people are aggressive and competitive rather than easygoing. (vii) Stability: It is the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

74.Do Organization have uniform culture?

(i) Dominant culture: Dominant culture is a culture that core values that are shared by a majority of the organization's members. (ii) Subcultures: Subcultures are mini cultures within a organization typically defined by department calcinations and geographical separation.

75. Differentiate between strong cultures and weak Cultures.

□ Strong cultures: strong cultures is a culture in which the core values are intensely held and widely shared. A strong culture will have a greater influence on the behavior of it's members. □ weak Cultures: In weak culture, there are no core values that influence the behavior of it's members. Weak cultures increase increase the propensity to leave the organization.

76. Discuss cultures versus formalization.

A strong organizational culture increases behavioral consistency. And, high formalization in an organization creates predictability. So a strong culture can act as a substitute for the formalization.

77. What do cultures do? cultures Function and liability.

Culture is a system of shared meaning held by the members.

Cultures function: Creates distinction/ Convey sense of identity/ Generate commitment/ Enhance the stability of social system/ Making sense.

cultures as a liability: Barriers to change/ Barriers to diversity/ Barriers to acquisition and mergers.

78. Define power.

Power is the ability to influence the behavior of people and events. Leader use power as a means of attaining group goals. leader achieve goals and power is a means of facilitating their achievement.

79. Difference between Leadership and Management?

(i) Management: Management is about coping with complexity good management brings about order and consistency by drawing up formal plans. (ii) Leadership: Leadership is about coping change. Leader established direction by developing a vision of the futures then they align people by communication this vision.

80. Difference between Leadership and power?

Leadership: (i) Leadership is the ability to influence a group towards achievement of goal. (ii) Required (iii) Downward (iv) Emphasized style.

Power: (i) Power is the ability to influence other people and events. (ii) Does not required (iii) Power does not (iii) Encompasses and broader area.

81. Bases of power Or Different types of power.

(i) Formal power: formal power is based on an individuals position in an organization. (ii) Coercive power: Coercive power is based on dependent or fear. (iii) Reward power: If someone can give others something of positive value or remove something of negative value. (iv) Information power: Information power is a power that comes from access to and control over information. (v) Legitimate power: In formal groups and organization probably the most frequent access to one more of the power bases is one's structural position. (vi) Personal power: Personal power is a power that comes from an individual's characteristics. (vii) Expert power: Expert power is influence wielded as a result of expertise. (viii) Referent power: Referent power on identification with a person who has desirable resources of or personal traits. (ix) Charismatic power: It is really on extension of referent power screaming.

82. What creates dependency?

(i) Importance: To create dependency therefore the thing that controlled must be perceived as being important. (ii) Scarcity: A source needs to be perceived as scarce to create dependency. (iii) No substitutability: The fewer viable substitute for a resource, the more power the control over that resource provide.

83. What is power tactics.

Power tactics is the ways in which individuals translate power into specific actions. Individual or. employee used power tactics to influence bosses, co-workers or other employees.

84. What power tactics do people use to translate bases into specific actions?

(1) Legitimacy: Relying on one's authority position or stressing that a request is in accordance with organizational policies or rules. (2) Rational persuasion: Presenting logical arguments and factual evidence to demonstrate that a request is reasonable. (3) Inspirational appeal: Developing emotional commitment by appealing to a target. (4) Consultation: Increasing the targets motivation and support by involving him or her in deciding how the plan or change will be done. (5) Exchange: Rewarding the target with benefits or favors in exchange. (6) Personal appeal: Asking for compliance based on friendship or loyalty. (7) Ingratiation : Lasing flattery, praise or friendly behavior prior to making a request. (8) Pressure: Using warnings, repeated demands and threats. (9) Coalitions: Enlisting the aid of other people to persuade the target or using the support of other as a reason for the target to agree.

85. What is coalitions.

coalitions is enlisting the aid of other people to persuade the target or using the support of others as a reason for the target to agree.

86. What is Leadership?

Leadership is the ability to influence a group towards achievement of goal.

Leading in the set of processes used get people to work together to advance the interest of the organization Keith dolls.

87. Features of Leadership?

(i) The leadership is a skill and process. (ii) It influence on forwards. (iii) It refers training work situation (iv) Leadership is process of interpersonal relationship. (v) Leader should have the ability to command. (vi) A leadership should be loyal.

88. What are the traits of a good leader?

(i) Maturity of mentality (ii) Attractive personality (iii) Ability to command (iv) Good communication skill (v) Patience (vi) Personal motivation (vii) Analytical power.

89. Write down the theories of leadership.

(i) Trait theory of leadership: Trait theory is the theory that consider personal qualities and characteristics ambition and energy. (ii) Behavioral theories of leadership: Behavioral theories proposing that specific behavior differentiable leaders from non leaders. (iii) Contingency theories of leadership: Fiedler, Cognitive and Blanchard's situational theory, Leader-member exchange theory, path goal theory, leader-participative model.

90. Discuss the Fiedler contingency model.

(1) Identifying Leadership style: Fiedler created the least preferred coworker (LPC) questionnaire. (2) Defining the situation: (i) Leader-member relation: The degree of confidence trust and respect members have in their leader. (ii) Task structure: The degree to which job assignments are procedurized. (iii) Position power: The degree of influence a leader has over power variables such as hiring. (3) Matching leaders and situation: Fiedler conclude that task-oriented leader tend to perform better in situations that were very favorable to them. (4) Evaluation: Fiedler model lead to a generally positive conclusion.

91. Discuss the contingency resource theory.

Fielder and Garcia found that a leaders intellectual ability correlate positively with performance under low stress but negatively under high stress. and conversely, a leader's experience correlates negatively.

92. Write down the Hersey and Blanchard's situational theory.

(i) The most effective behavior depends on a follower's ability and motivation. So situational leadership theory (SLT) says, id\ f a follower is unable and unwilling to do a task. (ii) If the followers are able and witching unwilling the leader needs to use a supportive and participative style. If the followers are unable and willing, the leader needs to display high task orientation to compensate.

93. Discuss leader-Member exchange Theory (LMX).

Leader member exchange theory argues that the leader establish a special relationship with a small group of their followers. These individual make up in group. research to test LMX theory has been generally supportive.

94. Discuss the path-Goal theory.

(1) Leader behaviors: (i) Directive behavior: Directive leader let's followers know what is expected of them. (ii) Supportive behavior: The supportive leader is friendly and shows concern for the needs of followers. (iii) participative behavior: The participative leader console with followers and uses their suggestions before making a decision. (iv) Achievement oriented behavior: The achievement oriented leader sets challenging goals and expects followers to perform at their highest level. (2) Contingency variables and prediction: (i) Environmental factors: The variables of environmental factors are: Task structure, The formal authority

system, The work group; (ii) Personal characteristics: Personal characteristics of the employee determine how the environment and leader behavior are interpreted. The Personal characteristics are- Locus of control, Experience, Perceived ability; (3) Evaluation : Employees performance and satisfaction are likely to be positively when the leader compensates.

95. Discuss leader-participation model.

The leader-participation model is developed by Victor Vroom and Philip Yetton. It is a leadership model that provides a set of rules to determine the form and amount of participative decision making in different situations.