

AMC Group of Educational Institutions, Manissery



Department of Commerce

e- resources for students

**M.Com First Semester
(Question Bank with Answers)**

Management Theory and Organizational Behaviour

Contents

	Page No.
Short Questions.....	3
Short Essay Questions.....	15
Essay Questions.....	20

Short Questions

1. What is quality circle?

Ans:- A group of employees who perform similar duties and meet at periodic intervals, often with management, to discuss work-related issues and to offer suggestions and ideas for improvements, as in production methods or quality control, called quality circle.

2. What do you mean by Organizational Behaviour (OB)?

Ans:- Organizational Behaviour is the study of human behaviour in the workplace, the interaction between people and the organization, and the organization itself. Organizational Behaviour's major goals are to explain, predict, and control behaviour.

3. What do you mean by Kaizen?

Ans:- Kaizen is Japanese word , 'Kai' means change ,while 'Zen' means good. Kaizen is the term for "continuous improvement". It is an effective tool of continuous improvement in small increments that make the process more efficient, effective, under control and adaptable. It focuses on simplification by breaking down complex processes into their sub processes and then improving them.

4. What is MDP?

Ans:- Management Development Programme (MDP) is the process adopted to supply knowledge, skills, attitudes and insights to managerial personnel and help them manage their work effectively and efficiently. It is a long term educational process of developing managerial potential by enhancing conceptual, interpersonal and decision making skills.

5. What do you mean by Anthropology in OB?

Ans:- Anthropology is a science of man. The use of anthropology focuses on the study of societies to learn about human beings, their cultures, environments and activities. It enables us to understand differences in

fundamental values, attitudes and behaviour between people in different countries and within different organisations.

6. What is Six sigma?

Ans:- Six sigma is a disciplined, statistical-based, data-driven approach and continuous improvement methodology for eliminating defects in a product, process or service. The focus is on performance throughout the organization.

7. What is Omikoshi Management?

Ans:- Japanese management is called omikoshi management. Omikoshi refers to the young men who carry the portable shrine in festival parades. It is impossible to identify the leader or those who are, or are not, carrying their fair load.

8. What do mean by social psychology?

Ans:- Social psychology is the study of how individual or group behavior is influenced by the presence and behavior of others. One of the major aspects of organizational behaviour to which social psychology has given due attention is change. An organization can go ahead only through change. Change is needed in all activities.

9. What is Benchmarking?

Ans:- A benchmarking is a point reference against which things are measured. Benchmarking is a systematic method by which an organization can continuously measure themselves against the best industry practices or world class or 'Best in Class' and improve accordingly.

10. What is Esprit De Corps?

Ans:- Esprit De Corps means union is strength. It is one of the fourteen principles of management developed by Fayol. He emphasized on the team work. According to him, management must develop a feeling of belongingness among the employees so that they can contribute maximum to achieve the team goal.

11. What do you mean by Informal Group?

An informal group is said to be group that is neither formally structured nor organizationally

formed. It simply appears in response to the need for social contact. Informal groups are

created in the organization because of operation of social and psychological forces, which

are operating at the place of work. It is not created formally. It is formed through interaction

with each other having common interest. The members of the informal group have common

ideas and interests, develop affinity towards each other, and frequently meet and talk on work

and non-work related matters.

12. What are the features of Work Group?

- * Work groups are composed of two or more individuals,
- * It is formed to perform organizationally designed tasks,
- * It share one or more common goals,
- * Such groups interact socially,
- * It exhibit task interdependencies,
- * It maintain and manage boundaries, and
- * Teams are embedded in an organizational context and the team itself enacts a context for
team members.

13. What is meant by Group Norms?

Group norms are a set of beliefs, feelings and attitudes commonly shared by group members.

Norms are rules of behaviour or proper ways of action which are accepted as legitimate by

group members. The kinds of behaviour that are expected by group members are called group

norms. Group norms are rules or guidelines of accepted behaviour which are established by a

group and used to monitor the behaviour of its members. They can be social and fair in nature.

14. What is Power?

Power is the ability to affect the behaviour of others. One can have power without actually

using it. Power is a natural process in any group or organizations. But power always have

neglected because of its bad image and negative interpretation. Power appears to involve one

person changing the behaviour of one or more other individuals. Power is needed because

managers without adequate power cannot function effectively.

15. What are four basic forms of political behaviours?

* **Inducement** : One form is Inducement, which occurs when a manager offers to give

something to someone else in return for that individuals support.

* **Persuasion** : A second tactic is persuasion, which relies on both emotion and logic. An

operations manager wanting to construct a new plant on a certain site might persuade

others to support his goal on grounds that are objective and logical as well as subjective

and personal.

* **Creation of an Obligation** : A third political behaviour involves the creation of an obligation.

* **Coercion** : Coercion is the use of force to get one's way.

16.What are the features of Conflicts?

* Conflicts arises due to persuasion of exclusive goals, values, methods or events by two or

more parties mutually.

* Conflict arises due to deliberate interference of one party in an occasion.

* Conflict occurs when as individual has no alternatives to select from available course of

action.

* Conflict is a dynamic process. It indicates a series of events.

* It arises out of two perceptions.

* It is different from competition.

17. What do you mean by Line & Staff conflicts?

Line and staff organization refers to a pattern in which staff specialists advise managers to

perform their duties. In an organization there are two types of authorities namely line

authority and staff authority. Line managers who are responsible to achieve organisational

objectives believe that staff people are working against them. They also perceive that the staff

people do not carry any responsibility but enjoys authority. They feel that staff people

encroaches their authority. At the same time staff people feel that line managers do not make

use of staff people, their advice is not taken into consideration.

18. What are the factors affecting Organisational change?

Internal Factors

- * Changes in managerial personnel
- * Deficiencies of the organization
- * Sequential changes
- * Pressures from employees
- * Change in the informal organization

External Factors

- * Technological changes
 - * Changes in marketing conditions
 - * Social changes
 - * Political and legal changes

19. What are the objectives of Planned changes?

The planned change is done to achieve organisational objectives. The following are the main

objectives of planned change :

- * To cope up the organization with environmental changes.
- * To cope up the people to change themselves according to the changed circumstances.
- * To change the internal structure of the organization to cope up with changed circumstances.
- * To incorporate new technology.
- * To change organisational task in order to adopt new technology.

20. How does a manager or leader use power?

1. **Legitimate request** : One method is the legitimate request, which is based on

legitimate power. The manager requests that the subordinate comply because the

subordinate recognizes that the organization has given the manager the right to make the request.

2. **Instrumental compliance** : Another use of power is instrumental compliance, which is

based on the reinforcement theory of motivation. In this form of exchange, a subordinate

complies to get the reward the manager controls.

3. **Coercion** : A manager is using coercion when suggests or implies that the subordinate will

be punished, fired, or warned if he does not do something.

4. **Rational persuasion** : Rational persuasion occurs when the manager can convince the

subordinate that compliance is in the subordinates best interests.

5. **Personal identification** : A manager who recognizes that he has referent power over a

subordinate can shape the behaviour of that subordinate by engaging in desired behaviours.

6. **Information distortion** : A doubtful method of using power is through information distortion.

The manager withholds or distorts information to influence subordinates behaviour.

21) Define perception?

Ans) " There are things known and there are things unknown, and in between are the doors of perception." - Aldous Huxley. Perception refers to the way we try to understand the world around us. We gathered information through our five sense organs, but perception adds meaning to these sensory inputs. The process of perception is essentially subjective in nature, as it is never an exact recording of the event or the situation. Perception is the process by which we organize and interpret our sensory impressions in order to give meaning to the environment. Perception vary from person to person. Different people perceive different things about the same situation. It is common that the same object is understood differently by different people.

22) What do you mean by basic psychological process?

Psychology is the study of the mind and behavior. Let's take a look at five of most basic psychological processes - Sensation, perception, attention, learning and memory-and how they contribute to the mind and human behavior. A psychological process is a series of steps or mechanisms that occur in a regular way - not necessarily a deterministic one - to attain changes in behavior, emotions, or thought. Modern discipline of psychology primarily tries to understand and explain the various psychological processes involved in making human actions possible.

23) What is stimuli?

Ans) A stimulus is anything that can trigger a physical or behavioural change. The plural of stimulus is stimuli. Stimuli can be external or internal. External stimuli include light waves, sound waves, mechanical energy of pressure, and chemical energy from objects that one can smell and taste. Internal stimuli include food passing through digestive system, energy generated by muscles. Something that incites to action or exertion or quickens action, feeling, thought etc. The approval of others is a potent stimulus. Psychology, medicine / medical. Something that excites an organism or part to functional activity. Sensory stimulations including noise, sight, smell, taste etc. Stimulation is different from person to person.

24) What do you mean by Interpersonal Behavior?

Ans) Individual interact with fellow - beings and make efforts to achieve goals. He like and dislike others and cooperate with them and develop negative attitude and prejudice. It may lead to discriminatory behaviour. The people with whom they live and interact have tremendous influence on their behaviour.

25) What is experiential approach?

Ans) This approach considers the experiences of people as authentic accounts of their subjectivity. All psychological processes are experienced by people and, therefore, accessible to those individuals. The people can report their own experiences of various types. The reason is that these processes are open to the scrutiny of that person. Early psychologist used introspection as an important method to study various processes like memory, perception and thinking. During contemporary period experiential approach is used in " learning by doing " and " think a loud protocols ".

26) What is observational approach

Ans) Psychological processes can be subjected to observations by other person to different degrees. The observation is considered scientific and provides the data based on our sensory experiences through eyes, ears, nose, and touch. The observation can be done by psychologists as outsiders or as participants / insiders. The observation are often supplemented by instruments. It may be noted that observation means recording of certain happening. The experiential approach relies on self observation. The two important modes of observation are participant observation and non - participant observation.

27) Define experimental approach?

Ans) This approach used deliberate or intentional manipulation of certain conditions and then tries to observe the changes taking place in the behaviour of interest. For instance a psychologist may like to study the impact of mood on memory. The experimenter will compare the performance of two groups. If the first person recalls better he may conclude that positive mood helps to remember.

28) What do you mean by cognitive structure?

Ans) cognitive structure, an individual's pattern of thinking, also affects perception. Some people have a tendency to perceive physical traits, such as height, weight, and appearance, more readily. Others tend to focus more on central traits, or personality dispositions. Cognitive complexity allows a person to perceive multiple characteristics of another person rather than attending to just a few traits.

29) Define Motor Behaviour?

Ans) The visible human behaviour is largely in terms of motor activities and verbal responses. When we walk, run jump, sit and work on table we are showing various types of motor behaviour. Psychologist often use the term " response" to refer to this kind of behavior. It include every kind of movement from involuntary twitches to goal directed actions, in every part of the body from head to toe, in every physical and social context from solitary play to group interactions. Movements are inextricably nested in a body - environment system.

30) What is Attribution Theory?

Ans) One of the concepts used in organizational behaviour to help improve perception and attribution is Attribution Theory. In an organisation attribution theory is intended to assist an individual in understanding the causes of human behaviour. Generally this theory is related to perception of a person at work. Fritz Heider and Harold Kelly developed attribution theory

during the 1950s and 1960s and attempts to explain how people attribute causes to events and behaviour. Attribution is the process by which we make sense of our environment through our perceptions of causality. An attribution therefore is a belief about the cause or causes of an event or an action. Attribution theory is an important theory for the organization, because it can assist the top management in understanding the reasons behind the employees behaviour.

31. Define personality?

Personality is a sum of physical, mental, social integrated manner according to Floyd. L. Ruch, personality should include external appearance and behavior of social stimulates values, inner awareness of self as a permanent organizing force, and the particular pattern or organization of measurable traits, both inner and outter. In short it can be dafined as the totality of man.

32. What do u mean super ego?

The super ego is the moral part of human beings and develop due to the moral and ethical restraints placed on us by our caregivers.the super ego provides norms to ego to determine What is wrong or right it represents noblest thought, ideal, feelings that are acquired by an individual from his parents, friends, religion etc.

33. What are personality traits?

Personality traits are the stable features that describes an individual's behaviour.traits are distinguishing quality's or characteristics of a person. trait are readiness to think or act in a similar fashion in response to a variety of different stimuli or situations.

34. What is type A personality?

A Type A personality is “aggressively involved in a chronic, incessant struggle to achievemore and more in less and less time, and, if required to do so, against the opposing efforts of other things or other persons. ”They are always moving, walking, and eating rapidly, are impatient withthe rate at which most events take place, are doing do two or more things at once

and cannot cope with leisure time. They are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

35. What is type B personality?

Type Bs never suffer from a sense of time urgency with its accompanying impatience and feel no need to display or discuss either their achievements or accomplishments unless such exposure demanded by the situation. Play for fun and relaxation, rather than to exhibit their superiority at any cost and can relax without guilt.

36. What is locus of control?

It is the degree to which an individual believes that they are masters of their own fate. A person's perception of the source of his/her fate is termed locus of control. There are two types of people in this category :

- a. Internals: People who believe that they are masters of their own fate.
- b. Externals: People who believe they are pawns of fate.

37. What is perception?

Perception is the sensory experience of the world. It involves both recognizing environmental stimuli and actions in response to these stimuli. Through the perceptual process, we gain information about the properties and elements of the environment that are critical to our survival.

38. What is job satisfaction?

Job satisfaction refers to a collection of feelings that an individual holds toward his or her job. A high level of job satisfaction equals positive attitudes toward the job and vice versa. Employee attitudes and job satisfaction are frequently used interchangeably. Often when people speak of "employee attitudes" they mean "employee job satisfaction."

39. What is job involvement?

Job involvement is the measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth. High levels of job involvement are thought to result in fewer absences and lower resignation rates. Job involvement more consistently predicts turnover than absenteeism. It is the Psychological empowerment—employees' beliefs in the degree to which they impact their work. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do in their job.

40. What is authoritarianism and dogmatism?

Authoritarianism is the extent to which an individual believes that power and status differences are important within hierarchical social systems like organisations.

Dogmatism is the rigidity of a person's beliefs and his or her openness to other viewpoints. The popular terms close minded and open minded describe people who are more and less dogmatic in their beliefs respectively.

41. What is a group?

Ans) Group is basically a collection of two or more persons. In the context of an organisation, a group is considered as a small group, which is formally organized, having some common features and its members are interacting with each other, mostly face to face they come together to achieve a particular objective.

42. What is a work group

Ans) Work groups are a part of task group in employment setting and goal focused group in a variety of other non employment situations. A work group is a group that interacts primarily to share information and to make decision.

43. What is power ?

Ans) Power is a natural process in any group or organisation. But power always have neglected because of its bad image and negative interpretation. Power was viewed negatively even in the past because of undesirable human activities such as exploitation, corruption, political scandals, and suppression. Power is a force that cannot be seen, but its impact can be felt. It is extremely difficult to identify and measure objectively.

44. What is dependency ?

Ans) The most important aspect of power is that it is a function of dependency. The degree of dependence of the target determines the power exercised by the agent. Dependency is a function of importance, scarcity and non substitutability of the resources controlled by a person. Dependency is inversely proportional to the alternative sources of supply.

45. What is conflict ?

Ans) Conflict is part of the everyday life of an individual or an organisation. It means that different things go to different people. Conflict may be understood as clash or disagreement between persons or group in an organisation.

46. What is change ?

Ans) We live in a dynamic world where nothing remains static. Everything around us is changing. Change is inevitable also. It is a law of nature. No individual or organisation can keep away from change. The change may be slow or fast, deliberate or natural, permanent or non-controllable, desirable or undesirable. The term change refers to alterations in a system whether physical, biological, or social. Organisational change refers to the alteration of work environment in an organisation.

47. What is political and legal change ?

Ans) It means changes in government policy, new acts, laws, will definitely influence the organisation.

Short Essay Questions

1. Explain the Dynamic of Effective Operating Group ?

Ans) Today human resource is assigned equal weight with sales, finance, and operations. It is more important to focus on maximising the effectiveness of those human resources. More work will be conducted by groups of employees because it is the only way to accomplish the numerous tasks. Too much knowledge and too many different skills are required for any one person to accomplish all simplest tasks. Group Effectiveness is important to organisational success. Groups are people who come together to perform work or task oriented activities. Development of Effective work group is essential component of organisational success. Group effectiveness is related to organizational productivity. Group effectiveness depends on the ability of its members to work together cooperatively and productively.

Factors Responsible for Group Effectiveness.

- ★ Goals
- ★ Participation
- ★ Feelings
- Diagnosis of group problems
- Leadership
- Decisions
- Trust
- Creativity

Guidelines for improving Group Effectiveness

- Learn about group and how they operate.
- Discuss group functioning each time the group meets.
- Ask the group for feedback.
- Take group member's feedback seriously.
- Keep the focus on the group.
- Keep group small.
- Give adequate time for planning.
- Allow enough time to accomplish its goals and tasks.
- Joint responsibility.

2.Explain Team Management ?

Ans)A team is a group of people coming together to work in partnership. Teamwork is to achieve a shared goal or task for which they hold themselves mutually accountable. A team defined as "a small number of people with complementary skills who are equally committed to a common purpose, goal and working approach for which they hold themselves mutually accountable".

A group of people is not necessary a team. A team is a group of people with a high degree of interdependence working towards the achievement of a common goal or completion of a task. Gathering a group of people together does not make a team. A team is clearly defined goals and performance objective for which members are individually and collectively accountable.

Types of Teams

- Informal teams
- Traditional teams
- Problem solving teams
- Leadership teams

- Self-directed teams
- Virtual teams

3.What are the level or types of conflict ?

Ans)Conflict may be understood as clash or disagreement between persons or groups in an organisation.

Types or Level of Conflicts

- Individual level conflict
 - Intra individual conflict
 - Conflict from fluctuation
 - Goal conflict
 - Role conflict

b.Inter-personal conflict

- Personality difference
- Ego states
- Value and interest difference
- Difference in perceptions
- Power and position difference
- Resource limitations

C. Inter -Group conflict

- Incompatible goals
- Task interdependence
- Resources allocation
- Competitive incentive and reward system
- Line and staff conflict
- Difference in value and perception
- Communicational distortion
- Participative decision making
- Functional conflict

c.Inter- Organisational conflict

d. Intra -Organisational conflict

- Horizontal conflict
- Vertical conflict
- Line and Staff conflict

4. What is conflict Management ?

Ans) The management should try to function with maximum co-ordination of human resources and work system so that the chances of developing conflicts in the organisation can be reduced to a considerable extent. There are mainly two approaches for managing organisational conflicts namely *Preventive measures and Curative measures*.

By adopting Preventive measures management tries to create an environment where there is less scope for dysfunctional conflicts.

By adopting Curative measures include the resolution of dysfunctional conflicts.

Following are some of preventive and curative measures to reduce dysfunctional conflicts.

- Establishing common goals
- Changes in Organizational Structure
- Exchange of Personnel
- Appointment of Special Integrators
- Reference to Superiors

5. What are the factors affecting Organisational Change ?

Ans) The following are the factors affecting Organisational Change.

- **Internal factors**
 - Changes in Managerial Personnel
 - Deficiencies of the Organisation
 - Sequential Changes
 - Pressures from Employees
 - Changes in Informal Organisation
 - **External factors**
 1. Technological Changes
 2. Changes in Marketing Conditions
 3. Social Changes
 4. Political and Legal Changes

6. What is Organisational Resistance to change ?

Ans) Organisation itself resists changes because of several reasons. There are follows

1. Inflexibility in Organisation Structure
2. Resource Constraints

3. Threat to power and influence
4. Fear of Loss of Investment
5. Past Success
6. Inter Organisation Agreements

7. What are factors Contributing Dependency ?

Ans) Dependency is a function of importance, scarcity and non substitutability of the resources controlled by a person.

1. Importance
2. Scarcity
3. Non substitutability

8. What are the Bases of Power ?Ans) It is a force that cannot be seen, but its impact can be felt.

- I. Legitimate Power:- This power is granted through the organisational hierarchy.
- II. Reward Power :- The ability to reward or punish is another source of power.
- III. Coercive Power :- This power base is defined as being dependent on fear.
- IV. Referent Power :- It compared with legitimate, reward and coercive power, which are relatively concrete and grounded in objective facets of organisational life, referent power is abstract.
- V. Expert Power :- It derived from expertise, special skill or knowledge

9. Briefly explain the Team Building ?

Ans) A team is a group of people coming together to work in partnership. Team work is to achieve a shared goal or task for which they hold themselves mutually accountable. Team building include Five Stages

- ★ Forming
- ★ Storming
- ★ Norming
- ★ Performing
- ★ Adjourment

10. What is Overcoming Resistance to change ?

Ans) One of the basic problems in managing change is to overcome people's resistance to change. If change is imposed by way of formal authority, it may

not be successful in majority of cases. Ordinarily the following techniques are commonly used by managers in order to overcome resistance to change.

- ★ Participation and Involvement
- ★ Education and Communication
- ★ Consultation with Trade Unions
- ★ Training and Psychological Counseling
- ★ Facilitation and Support
- ★ Group contact

11. What is Management of Change ?

Ans) Change is an inevitable process. Change is a reality and the world will not move in the absence of change. As business firms are concerned, they want to adopt changes not only to exist in the field but also to compete with other organisations. Organisational change is a complex process therefore managers must approach it systematically and logically. It is now being recognized in the importance of managing change in a planned way. Management of change consists of the following steps,

- ★ Identify the need to change
- ★ Diagnose the problem
- ★ Plan the change
- ★ Implement the change
- ★ Feedback

Essay Questions

1. What is organisation development? Discuss the important techniques available for organisation development.

A) Organisational Development (OD) is focused on improving the effectiveness of organizations and the people in those organizations. The nature of organizational change is very much at the core of working in the field of OD. The field of organizational development is concerned with the performance, development, and effectiveness of human organizations. The base of OD is the concept of organization, which can be defined as two or more people working together toward one or more shared goals. Development in this context is the notion that an organization may become more effective or over time at achieving its goals.

Organizational development has some techniques. The techniques can be classified into two groups namely:

A. Laboratory Techniques.

- ★ Sensitivity Training
- ★ The Managerial Grid

B. Non Laboratory Techniques

- Survey Feedback
- Process Consultation
- Third Party Peacemaking
- Team Building

Management by Objectives

A. Laboratory Techniques

a) Sensitivity Training

The term sensitivity analysis refers to the psychological aspect of human mind that has to be shaped to act in accordance with the expectations of the group. Sensitivity group is a small discussion group without any leader. The trainer raises a question and allows the members to proceed with the discussion, the focus being feelings and mutual respect. The notion is to change the attitude and behavior of individuals involved in the group rather than the technical skill or knowledge.

It involves a trainer and a group consisting of 10 to 15 selected persons. They express their ideas, beliefs and attitudes freely in the group. So they can transfer ideas from one person to another. The trainer intervenes whenever he finds it appropriate. This programmes help to improve the communication skill of the participants. Sensitivity training helps the participants to work as a team in addition to acquiring the skills of a leader if needed.

b) The Managerial Grid

Grid is a framework of 81 scores on which styles of behavioral can be plotted. Robert R Blake and Jane Srygley Mouton designed the grids. This model identifies five different leadership styles based on the concern for people and the concern for production. The optimal leadership style in this model is based on Theory Y.

Grid training is a comprehensive and systematic organizational development program, which aims at individuals, groups and organizations as a whole. It utilizes in number of instruments, which helps the individuals and the groups to assess their strengths and weakness.

B. Non Laboratory Techniques

a) Survey Feedback

A number of activities like data collection, feedback of information, developing action plans on the basis of feedback and follow up.

- Data collection : This is the first step in survey feedback. Data collection is done by an expert on the basis of prepared questionnaire. Questions related with different operation functions of organization are included in the questionnaire. After the collection of data, it is classified and tabulated and analyzed to arrive at certain conclusions.
- Feedback of information : after the analysis of data, feedback is given to the persons who are participated in filling the questionnaire. The feedback may be given either orally or in written format.

Follow up : follow up is done after feedback. One such follow up is to advice the participants to develop their own action plans to overcome the problems exposed through a feedback.

b) Process Consultation

Process consulting is a powerful tool which is used to enhance group effectiveness, shorten meeting times, and address conflict. It helps teams to work together more effectively, and its effect can last long after the consultant has departed. Process consulting is carefully intervening in group or team to help it to accomplish its goals. The consultant does not try to help the team as an expert; instead, the consultant helps the team to help itself.

Edger Schien define process consultation as the set of activities on the part of consultant, which help the client to perceive, understand and act upon the process events, which occur in the client's environment.

c) Third Party Peacekeeping

A third party is involved to resolve interpersonal and in the group conflicts. He suggests solution on the basis of collection of facts from the concerned parties, which may be acceptable to them. Richard E Walton developer concept of third party peacekeeping. The concept implies the diagnosing and resolving conflict between two persons like managers of different departments of two members of the same department with the help of a third party named management consultant. The consultant pays and effective role in bringing conflicting parties to the conference table. He directs the discussion to reach in a fruitful conclusion.

d) Team Building

Team building is an effective organizational development technique. It attempts to improve effectiveness of the team. Team Building activities demonstrate different aspects of team behaviors and get team members to think about What is essential for high performing teams. They allow the group to recover from disunity, frustration and conflict. They also help sensitise The team member's behaviours that may contribute toward or obstruct group problems solving. Behaviors cover such things as good communication, problem solving skills, trust, taking advantage of the strengths and weaknesses of each team member and understanding the customer's point of view.

e) Management by objectives(MBO)

MBO is a system for achieving organizational objectives, enhancement of employees' participation and commitment. MBO is developed by Peter F Drucker. He emphasized that the performance of each job should be directed towards the achievement of whole business objectives. It is also known as management by motivation, management by exception, management by results etc.

MBO is a system for improving performance both of the individual managers and the enterprise as a whole, by setting objectives of enterprise, departments and managers level. Here, superiors and sabordinates are associated with moulding objectives. So MBO is a system of management involving effective participation and involvement by each member of the organization.

2. What is Transactional Analysis? What are the three ego states ?

A) Transactional Analysis is a psychoanalytic theory and method of therapy wherein social transactions are analyzed to determine the ego statement of the communicator (whether parent- like, childlike, or adult-like) as a basis for understanding behavior. In transactional analysis, the communicator is taught to alter the ego State and say to solve emotional problems. The method deviates from Freudian psychoanalysis which focuses on increasing awareness of the contents of subconsciously held ideas. Transactional analysis was developed by Dr. Eric Berne. Transactional analysis has wide applications in clinical, therapeutic, organizational and personal development, encompassing communications, management, personality, relationships and behavior.

Transactional Analysis involves the identification of the egostates behind each and every transaction. Berne suggested that human personality

is made up of three elements, which he referred to parent, adult and child system.

Berne's three ego states are:

- Parent Ego State
- Child Ego State
- Adult Ego State

a) Parent Ego State

The Parent Ego State is a collection of rules, codes, norms, prejudices, assessments, taken from the individual's parents or significant person. The Parent Ego State is like a tape recorder: in our childhood we store what we hear, even if these things have no meanings for us. The Parent decides how one should live, behave, what's good and what's bad, how to react to different situations. The function of the Parent is a value-based one. The Parent's judgments and behaviors can be supportive, warm, nurturing, and then we see the positive part of the Nurturing Parent. If the Nurturing Parent becomes overprotecting, discouraging personal development of others, it shows its negative part. When the Parent's behaviors are controlling and critical, but with a traits are abusive and with no respect to others, even attacking individuals, the person is exposing the negative heart of the Critical Parent.

b) Child Ego State

When one is in this Ego State, the person experiences, acts, feels, thinks, hears and reacts as the child the person was at a certain moment in his childhood and re-acts that experience in the present. The Child Ego State has all the feelings one can express. When the child is loving, spontaneous, intuitive or playful it is called the positive natural child. When hateful, impulsive, angry, selfish and self pleasing- one shows the negative part of the natural child. When it is adapted to you, thoughtful, creative, imaginative, it is called the positive heart of the adapted child.

c) Adult Ego State

The Adult is the last Ego State and it is called "computer" part of ourselves. When in the Adult Ego State, an individual offers and asks for information, and based on the data, he takes decisions. The function of the adult is fact - based one. When in the Adult Ego State the person uses logical thinking to solve problems, being also an mediator between the Child Ego State and the Parent Ego State.

The Adult allows the young person to evaluate and validate Child and Parental data. Berne describes the adult as being "principally concerned with the transforming stimuli into pieces of information, and processing and filing that information on the basis of previous experience". Stated another way, Harris describes the Adult as " a data processing computer, which grinds out decisions after computing the information from three sources: the Parent, the Child, and the data which the adult has gathered and is gathering".

The summary is:

Parent- taught concept

Child- felt concept

Adult- learned concept

3. What is organisational culture? And explain the characteristics and functions.

A) organization and culture is quite complex. Every company has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior of the members of that group. There seems to be wide agreement that organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organizations.

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its image, inner workings, interactions with the outside world, and future expectations.

It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.

Characteristics of organizational culture

As individuals come into contact with organizations, they come into contact with its norms, stories people tell about what goes on, the organization's formal rules and procedures, its formal codes of behavior,

richest, tasks, pay systems, and job only understood by insiders and so on. Organizational culture is composed of seven characters six that range in priority from high to low every organization has a distinct value for each of these characteristics. Members of organizations make judgments on the value their organization places on these characteristics, and then adjust their behavior to match this busy with a set of values.

Characteristics of organizational culture are;

- Innovation (Risk Orientation)
- Attention to Detail (Precision orientation)
- Emphasis on Outcome (Achievement orientation)
- Emphasis on People (Fairness Orientation)
- Teamwork (Collaboration Orientation)
- Aggressiveness (Competitive Orientation)
- Stability (Rule Orientation)

Innovation (Risk Orientation)

Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them.

Attention to detail (Precision Orientation)

This character

istic of organizational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expect its employees to perform their work with precision. A culture that places in low value on this characteristic does not.

Emphasis on outcome (Achievement Orientation)

Companies that focus on results, but not on how the results are achieved, please a high emphasis on this value of organizational culture. A company that instructs its sales force to do Whatever it takes to get sales or does has a culture that places a high value on the emphasis on outcome characteristics.

Emphasis on people (Fairness Orientation)

Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations. For these companies, it is important to treat their employees with respect and dignity.

Teamwork (Collaboration Orientation)

Companies that organize work activities around teams instead of individuals place a high value on this characteristic of the organizational culture. People who work for these types of companies tend to have a positive relationship with their co-workers and managers.

Aggressiveness (Competitive Orientation)

This characteristic of organizational culture dictates whether group members are expected to be assertive or easy going when dealing with the companies they compete with in the marketplace. Companies with an aggressive culture place a high value on competitiveness and I would performing the competition at all costs.

Stability (Rule Orientation)

A company whose culture places a high value on stability is rule oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

These are the seven characteristics that are come on in the context of organizational culture.

Functions of organizational culture

- Organization culture creates a destination between one organization and another . That means a boundary is made by culture.
- It conveys a sense of identity among the organization members.
- It facilitates the generation of commitment to something larger than one's individual self interest.
- It enhances social system stability. The organization culture helps the entire organization to stand together by providing appropriate standards to employees for What they say and do.
- It serves as a sense making and control mechanism that guid es and shapes the employees behavior and attitudes.

4.Explain the attribution theory of perception?

(Ans).one of the concept used in organisational behaviour to help improve perception and attribution is attribution theory.in an organisation, attribution theory is intended to assist an individual in understanding the

causes of human behaviour. Generally this theory is related to perception of a person at work. Fritz Heider and Harold Kelley developed attribution theory during the 1950s and 1960s and attempts to explain how people attributes causes to events and behaviour.

Attribution theory is an important theory for the organisation, because it can assist the top management in understanding the reasons behind the employees behaviour. It can also help the employees in understanding the thoughts about their own behaviours. According to a study,if you can understand that why you are behaving in a certain way and why other people around you are doing so,it means you have a better understanding of others, yourself and overall organization. The perception of the reasons of behaviour can impact the action and judgment of both the employees and managers. It can play an important role in motivation process.

Perception-Specific Application in Organisations

People in Organisations are always assessing others. Managers must appraise their subordinate's performance, evaluate how co-workers are working. When a new person joint a department he is immediately assessed by the other person. These types of judgements will have some specific application in organization.

- ★ Stress : people may put to more stress if they are judged by comparison process.it will have either positive consequences or negative consequences. If a person is matured enough,he will take up this issue positively and will try to put more effort to meet the expectation or perception of their manager.
- ★ Employment Interview : Employee's interview is an important input into the recruitment decision, and perceptual factors influence who is hired and in relation to the quality of an organisation's labour force.
- ★ Performance Appraisals : Employee's performance appraisal is very much dependent on the perception process. An employee's future is closely tied to his appraisal because promotions, increments and condinuation of employment are all based on appraisal. The performance appraisal represent an assessment of an employee's work.
- ★ Assessing Level of Effort : in many organisations,the level of employee's effort is given high importance. Assessment of an individual's effort is a subjective judgement liable to perceptual distortions and bias.

- ★ Assessing Loyalty : another important judgement that managers decide about employees is whether they are loyal to the organisation or not.
- ★ Absenteeism and Turnover : Absenteeism and Turnover are some of the reaction to the individual's perception.
- ★ Job Satisfaction : job Satisfaction is an highly subjective, and feeling of the benefits that derive from the job.

In order to decrease the errors involved in perception, one has to keep in mind the way the perceptual process work. By understanding the process one can do a better job at minimizing their negative effects.

Secondly , one can compare one's perception with other people, if they are representing different backgrounds, cultures or training.

Thirdly, one should understand other person's point of view, it may help to know when one is wrong.

Fourthly, one should be willing to change, when one comes across new information.

Finally, one should view the world in dynamic terms, because one's behaviour can alter the phenomenon that is the basis for one's perception, so, one must notice the impact of one's own behaviour.

5. Explain financial and non financial motivation?

(Ans). motivation

According to Dubin "motivation is the complex of forces starting and keeping a person at work in an organisation.

Financial And Non Financial Motivation

Motivation stass is an integral part of managing an organisation. People usually need to work in order to make money. But , although this may be the strongest incentive, it is not the only one. People will enjoy their job and gain satisfaction from doing it well if they know that are achieving results. If you are running a project you should be making sure that this is happening. The first step is to recruit the right people for the right job, the next step is to clearly define their roles and responsibilities and the third step is to enable them to do the job well.

Financial Motivation

Firms still use money as a major incentive. There are variety of payment systems that a business could use to motivate it's employees.

- Wages and salaries : wages are normally paid per hour worked and workers receive money at the end of the week. Overtime is paid for any additional hours worked during the week. However salaries are annual and are paid at the end of each month. This rewarding system is very simple and easy to use for business.
- Piece work : in piece work employee are paid according to the number of products they make. Therefore, harder they work, the more they earn which acts as a motivator to work hard. It increase speed of work and there productivity. The main disadvantages are : workers do not concentrate on quality of work as emphasis on speed of work. And workers may ignore company rules,such as Health and safety issues,in they try to speed up output.
- Bonus : A bonus is an extra payment made to employees for achieving a business target. It is paid as a lump sum during a festival period.
- Commission : it is an extra financial reward which is highly suitable for sales people. It is paid on the basis of sales made by them.
- Fringe Benefits : These are often known as ' perks' and are items an employee receives in addition to their normal wage or salary. Main advantages are: encourage loyalty to a company so employees may stay for longer.And helps meet workers human and social needs. This disadvantage is that widespread use to a majority of employees will increase costs sharply.
- Performance- related pay : This is paid to those employees who meet certain targets. The targets are often evaluated and reviewed in regular Appraisals with managers.
- Profit sharing : This is a system where by employees receive a proportion of the company's profits. This means staff is in the same position as shareholders.

Profit sharing : This is a system whereby employees receive a proportion of the company's profits.This means staff is in the same position as shareholders.

Motivation employees - non financial rewards

- Job Rotation: it is a system in which employees move around different jobs in the business in order to avoid the possibility of them getting bored by doing the same work all the time. The system provides opportunity to workers to learn additional job. Job rotation is suitable for unskilled workers who operate in production lines.
- Job enrichment :it means giving workers more interesting, challenging and complex tasks.

- Job enlargement :it means simply giving workers more tasks to do of a similar nature or complexity. This will reduce the monotony or repetition involved in a person's work but over time this will not increase a person's satisfaction or sense of achievement. It is the part of job rotation.
- Team working : it is where employees work in groups or teams.A business can create a number of different types of team.eg; include production teams, quality circle and Management teams.

Empowerment : it's like delegation.it is when power or authority is given to employees so they can make their own decisions regarding their working life. For empowerment to be successful, workers must have adequate training and or good skill level in order to be trusted to make the correct decisions.

These are the financial and non financial motivations.

6. Define learning. Discuss the major theories of learning?

(Ans). Learning

The process of learning has great value for enriching human life in all spheres of life. All activities and behaviours that makes personal, social and economic life peaceful and pleasurable are learned. Learning definitely affects human behaviour in Organisations. Learning leads to permanent change in human behaviour which can be measured.

Definition

Charles E. Skinner defined "Learning is the process of progressive behaviour adoptions."

Theories of learning

A learning theory can be described as a conceptual framework used to understand and frame how information is absorbed, processed, and retained during learning. There are many learning theories, most of which have been developed over the last century. These theories can be grouped into three categories. They are conditioning theory, Cognitive theory and Social learning theory.

- Behaviour Theory

According to behaviour psychologists, "learning" is indicated by a relatively permanent change in behaviour or knowledge, as a result of a "learning" experience.

- Classical conditioning

According to this theory, behaviour is learnt by a repetitive association between the response and stimulus. Ivan Pavlov conducted an experiment on a dog to demonstrate the classical conditioning process.

A simple surgical procedure permitted Pavlov to measure accurately the amount of saliva secreted by a dog. In the experiments, when Pavlov presented a piece of meat to a dog, he noticed a great deal of salivation. On the other hand, when he merely rings a bell the dog had not produced any saliva. Thus it was established that ringing of bell was having no effect on the salivation of dog.

In the next step, Pavlov accompanied meat with ringing of the bell. On this, dog salivated. This experiment was repeated several times. After that, he rang the bell without presenting the meat. The dog salivated this time. In effect the dog learned to respond- that is to salivate on hearing the bell.

The meat was an unconditioned stimulus. It invariably caused the dog to react in a specific way. That is flow of salivation. It is the unconditioned response. The ringing bell was a conditioned or natural stimulus. During conditioning, that means bell with meat produced salivation. After conditioning, when the bell rings, salivation is produced.

- b) Operant conditioning

Operant can be defined as behaviour that produces effects. It is a voluntary behaviour and it is determined, maintained and controlled by its consequences.

B.F Skinner performed an experiment; wherein the Rat was placed in a glass box, called as a "Skinner box". In that box, there were two levers, one attached to the feeding tube, while the other produces the electronic shock. The rat pressed the first lever attached to the tube and got the food to eat, but as soon as it pressed the other lever, it got the shock. A rat discovered from its actions, the lever which is rewarding and the one which gives a shock and pressed only that lever which resulted in food. Thus, Skinner observed, that the rate of response, as well as the change in the response, was seen after the behaviour was performed, not before.

Operant conditioning presupposes that human beings explore their environment and act upon it.

2. Cognitive Theory of Learning

Cognitive refers to an individual's ideas, thoughts, knowledge, interpretation, and understanding about himself and his environment. This theory was developed by Edward Tolman. According to him, individuals not only respond to stimuli but also act on beliefs, thoughts, attitudes, feelings and strive towards goals.

This theory based on the cognitive model of human behaviour, i.e. it emphasizes on the free will and positive aspects of human behaviour.

3 .Social Learning Theory

Social learning theory combines cognitive learning theory, which states that learning is influenced by psychological factors, and behavioural learning theory, which assumes that learning is based on responses to environmental stimuli. It also acknowledges the existence of observation learning and the importance of perception in learning. The influence of the model is the centre to the social learning viewpoint. Four processes have been found to determine the influence of a model on an individual.

- Necessary conditions for effective modelling are given below :
- Observation : various factors increase or decrease the amount of observation paid.
- Retention : remembering what you paid attention to.
- Reproduction : is the image including physical capabilities, and self-observation of reproduction.
- Motivation : there should be good reason to imitate. It includes motivation such as past, promised and vicarious

These are the many theories of learning.

1) What is Group Cohesiveness? Discuss the Factors Affecting Group Cohesiveness

Group Cohesiveness:-The term Cohesion implies Solidarity. Cohesion among group members is a necessity to achieve organisational objectives. Cohesion refers to the force, which keeps together the members of the group. Cohesiveness is the function of inter-personal attraction among members of the group and their collective commitment to function as a group. Group Cohesiveness means the degree of attachment of the members to their group. If group Cohesion is high, interrelationship between members of the group is also high. Group Cohesiveness means the degree of attachment of the members to their group. To say more clearly group Cohesiveness is stated as the attraction of members to the group in terms of the strength of forces on the individual members to remain active in the group and to resist leaving it.

Groups cohesiveness can be influenced by the factors such as interactions, Threat , severity in initiation, Co-operation , attitude and values, Dependence of member upon work Groups , Achievement of goals , status of Groups , management demands and pressure and size of the group. These are explained below :-

Factors affecting Cohesiveness

- .Interaction.
- .Threat
- .Severity in initiation
- .Co-operation
- .Attitude and values
- .Degree of dependence
- .Achievement of goals
- .Status of groups
- .Management demand and pressures
- .size of the group
- .Leadership
- .Competition.

Interaction :-Group Cohesiveness depends on Possibilities of frequent interaction.they become more cohesive when individual members spend more time with each other.

Threat :-It is a powerful unifier particularly when(a)it comes from outside the groups(b)co-operation can help to overcome the threat and(c)there is little chance for escape.

Severity in initiation :-Difficulty in getting admission into a group also affects cohesiveness.More the difficulty to get admission, greater will be the Cohesiveness

Co-operation :-Sometimes the general atmosphere of a group enhances cohesiveness.the overall atmosphere depends, among others, on leadership.

Attitude and values:-One of the strongest sources of group cohesiveness is shared attitude and values among group's members.

Degree of dependance :-Individuals join groups because they perceive the group as a unit which can help them to satisfy economic and socio psychological needs. A group that is able to satisfy a significant portion of an individual's needs seems to appear attractive to that individuals. The greater the individuals dependency upon the group, the stronger will be the attraction.

Achievement of goals:-The Achievement of certain established goals by the group has an influence on members. Individual within the group feels pride in being the member of a work group that has performed a work which is highly recognised by all. Success in Goal achievement encourages cohesiveness and cohesiveness and cohesive work group are more likely to attain pre established goals.

Status of group : A group with high status with success stories is more attractive to its members. therefore,they show solidarity among themselves and group Cohesion tends to be high.

Management demand and pressure :-It is certainly true in many organizations that management has a significant impact on group cohesiveness. The members of the work group stand together when they are pressured by superiors to conform to some organizational norms.

Size of the group:-Size has an inverse relationship with group cohesiveness. This is so because group cohesiveness increases through interaction among group members. When group size increases , cohesiveness tends to decrease . If the group is large,then the members do not get to know each other. Interaction among members are less.Disagreement and dissatisfaction increases .

Leadership :-The ability and capability of the leader determines to What extend the members bend themselves within the group. A dynamic and energetic leader will motivate the group members to attain common goals.

Competition :-The type of competition prevailed in the organization affects group cohesiveness. Competition between members of the group will destruct group cohesiveness . But inter group competition brings group cohesiveness.

2)What is politics?Explain common political behaviours in organizations.

Closely related to the concept of power is the equally important topic of politics. In any discussion of the exercise of power—particularly in intergroup situations—a knowledge of basic political processes is essential. We will begin our discussion with this in mind. Next, on the basis of this analysis, we will consider political strategies for acquiring, maintaining, and

using power in intergroup relations. Finally, we look at ways to limit the impact of political behavior in organizations.

Even from this simple definition, one can see that politics involves the resolution of differing preferences in conflicts over the allocation of scarce and valued resources. Politics represents one mechanism to solve allocation problems when other mechanisms, such as the introduction of new information or the use of a simple majority rule, fail to apply. For our purposes here, we will adopt Pfeffer's definition of politics as involving "those activities taken within organizations to acquire, develop, and use power and other resources to obtain one's preferred outcomes in a situation in which there is uncertainty or dissensus about choices."

In comparing the concept of politics with the related concept of power, Pfeffer notes:

If power is a force, a store of potential influence through which events can be affected, politics involves those activities or behaviors through which power is developed and used in organizational settings. Power is a property of the system at rest; politics is the study of power in action. An individual, subunit or department may have power within an organizational context at some period of time; politics involves the exercise of power to get something accomplished, as well as those activities which are undertaken to expand the power already possessed or the scope over which it can be exercised.

In other words, from this definition it is clear that political behavior is activity that is initiated for the purpose of overcoming opposition or resistance. In the absence of opposition, there is no need for political activity. Moreover, it should be remembered that political activity need not necessarily be dysfunctional for organization-wide effectiveness. In fact, many managers often believe that their political actions on behalf of their own departments are actually in the best interests of the organization as a whole. Finally, we should note that politics, like power, is not inherently bad. In many instances, the survival of the organization depends on the success of a department or coalition of departments challenging a traditional but outdated policy or objective. That is why an understanding of organizational politics, as well as power, is so essential for managers.

Contemporary organizations are highly political entities. Indeed, much of the goal-related effort produced by an organization is directly attributable to political processes. However, the intensity of political behavior varies, depending upon many factors. For example, in one study, managers were asked to rank several organizational decisions on the basis of the extent to which politics were involved.

Results showed that the most political decisions (in rank order) were those involving interdepartmental coordination, promotions and transfers, and the delegation of authority. Such decisions are typically characterized by an absence of established rules and procedures and a reliance on ambiguous and subjective criteria.

On the other hand, the managers in the study ranked as least political such decisions as personnel policies, hiring, and disciplinary procedures. These decisions are typically characterized by clearly established policies, procedures, and objective criteria.

On the basis of findings such as these, it is possible to develop a typology of when political behavior would generally be greatest and least. As can be seen, we would expect the greatest amount of political activity in situations characterized by high uncertainty and complexity and high competition among employees or groups for scarce resources. The least politics would be expected under conditions of low uncertainty and complexity and little competition among employees over resources.

Probability of Political Behavior in an Organization

Politics :-It is easy to experience politics but very difficult to define . Organizational politics are plans,tactics and strategies for seizing , extracting and executing power in organizations . The definitions on politics focused on the use of power to affect decision making in the organization or on behaviour by members that are self serving and organizationally non-sanctioned.politics refers to the structures and processes of the use of authority and power to effect definition of goals,direction and the other major parameters of the organization . Decisions are not made in a rational or formal way but rather through compromise,accommodation and bargaining .

Political behaviour:-Another common influence on behaviour is politics and political behaviour.political behaviour describes activities carried out for the specific purpose of acquiring , developing and using power and other resources to obtain one's preferred outcomes.political behavior may be under taken by managers and managers and subordinate dealing with others at the same level . Political behaviour has been defined as the non rational influence on decision making .

It is also essential to mention the dimensions in potical behaviour such as legitimate and illegitimate political behaviour. Legitimate political behaviour refers to normal every day politics . This may include complaining to

supervisor , by passing the chain of command , forming coalition , obstructing organisational politics etc .

Common political behaviour

1.Inducement

2.Persuasion

3.Creation of an obligation

4.Coercion

Inducement :-One form is independent , which occurs when a manager offers to give something to someone else in return for that individuals support . For example, a product manager that he will put in a good word with his boss if he supports a new marketing plan that he has developed .

Persuasion:-A second tactic is persuasion, which relies on both emotion and logic.an operation manager wanting to construct a new plant on a certain site might persuade others to support his goal on Grounds that are objective and logical as well as subjective and personal .for instance,when one board member attempted to remove him from his position, he worked behind the scene to persuade the majority of board members to allow him to say on.

Coercion :-Coercion is the use of force to get ones way.for example, a manager may threaten to withhold support , rewards, or other resources as a way to influence someone else.

3)"One of the basic problems in managing change is to overcome people's resistance to change ".What techniques can you suggest to overcome such resistances?

To put it simply, change is scary — and challenging. Maintaining an existing habit is easier than changing. Trying something new means there is a possibility of failure. Most people prefer to stay in their comfort zone than venture into unknown territory.

Even individuals who claim to enjoy change may find it challenging in the workplace. After all, choosing to make a change in one's personal life is very different than accepting top-down organizational change. Resistance to change in the workplace occurs because most often employees don't have a choice. This triggers a sense of lost control and uncertainty.

Imagine organization-wide new software implementation. As an employee, you are competent using the old platform, and don't necessarily understand the need for a new system. What you do understand is: This will require

effort to relearn basic functions. Consciously or subconsciously, you might fear that the change will hurt your job performance.

While there is a misconception that change only affects low-level employees, this is not the case. The change affects everyone in an organization from maintenance to upper management. Additionally, resistance has nothing to do with intelligence. Not even the smartest among us are not immune to the scariness of impending changes.

We have identified What resistance to change is, and who is likely to resist change, but we haven't identified reasons why it occurs.

The first and possibly most obvious reason is that people are scared of the unknown, and with change comes uncertainty. This is a natural human reaction outside of the workplace, but within an organization, the fear of the unknown can mean job uncertainty and unpredictability. As the saying goes, "If it ain't broke, don't fix it," and so employees who can't understand the reason for the change will see it as some form of threat to their job security and therefore, resist it.

Similarly, the feeling of a loss of control will invite resistance among employees. If they feel that Whatever changes that are taking place are forced upon them, against their will, they will resist it. Ensuring there is two-way communication between change managers and employees will encourage a feeling of buy-in and let them know that not only do their opinions matter but that they are "in the know".

On the flip side, poor communication will lead to resistance to change. If employees don't feel part of the process or don't think that they are being updated or included on a project's progress, then they will either resist the change or become indifferent towards it.

Neither of these reactions is desirable when trying to deliver change as you need cooperation at every level. If the change process is communicated effectively and employees understand not just why the change is happening, but also how it will improve their day-to-day, they will not feel a need to resist it.

Finally, we are all creatures of our experience. If employees have had bad experiences when it comes to organizational change, they will project those fears onto the current change. Change managers have to be careful and listen to the experiences of employees to make sure similar mistakes aren't repeated. When employees feel their voices are being heard they will be more receptive to change and less likely to resist.

Resistance to change can manifest itself in several different ways. It could come in the form of missed deadlines, failed commitments, being absent from meetings, and a general sense of apathy are all indicating signs that employees are not invested in the organization.

Resistance to change could also present itself in more obvious ways. When change is occurring, pay attention to your employee's general mood, whether there is more gossip than usual, or if they are responding to requests in a sarcastic or snide manner.

In some cases, there may be an individual elected by the employees to speak out against the change. This may be in the form of an official union or just a collection of individuals who share the same feelings towards the change and see that there is power in numbers.

This representative will not only be a mouthpiece for the employees and will also be a channel of communication for management. Such individuals should be utilized by the management to filter positive information about the change to the group to help combat these signs of resistance.

The first strategy to overcome resistance to change is to communicate. Communication is key — you already knew that. However, try letting your employees initiate the conversation. People want to be heard, and giving them a chance to voice their opinions will help alleviate the frustration they feel over the situation.

What's more, your employee's thoughts, concerns and suggestions will prove wildly valuable to steer your change project. At the very least, understanding them will help you pinpoint the root of employee resistance to change.

The next strategy to overcome resistance to change is to communicate the why, What and how. Develop a communication plan that is more than just telling your employees What you want them to do. Effective communication segments and targets each audience, focusing on What they care about and need to know. Underline why this change will benefit them.

How you communicate the change has a huge impact on how much resistance to change will occur. If you wholeheartedly communicate the reasons for change, your conviction will be contagious. Any hesitancy will undermine the operation.

Change is only possible if your human resources are on board, so make sure changes are approached in terms of the employee. If you are implementing a new software system — plan your project through the lens of user adoption rather than focusing on the technology. It's not about What the technology

can do, it is about What the user can do with the help of this new technology.

A great strategy to overcome resistance to change is: Fight resistance with culture. Train team members who are natural leaders first. They will serve as role models and influencers for the rest of your employees. This has a ripple effect.

While resistance to change is usually emotional rather than logical, it can be helpful to use some hard facts as a supplementary strategy. Let your employees see the data for themselves. This is a great way to simultaneously show transparency and demonstrate the need for improvement.

Overcoming Resistance to change:-one of the basic problems in managing change is to overcome people's resistance to change.if change is imposed by way of formal authority, it may not be successful in majority of cases. ordinarily the following techniques are commonly used by managers in order to overcome resistance to change.

Participation and Involvement

☐Education and Communications

☐Consultation with Trade Unions

☐Training and Psychological Counselling

☐Facilitation and Support

☐Group Contact

Participation and involvement:- involvement is a process through which the affected parties are brought together to understand the idea of change. they are also allowed to participate actively in all stages of introducing changes. one of the difficulties in bringing about change in an organisation is that it must be done through the persons who have been most successful in the organisation.

Education and Communications:- it is essential to educate affected parties about the changes. advantages of changes and difficulties if not introducing change must be imparted. the opinions and ideas of people should be taken into consideration while making changes.

Consultation with trade unions :-While making changes it should be discussed with labour Union,and their opinions and suggestions must be considered while introducing changes.

Training and Psychological counselling :-the management can change the basic values of the people through training and psychological counselling.people must be educated to become familiar with change.training programs,meeting and conference can be conducted to educate the affected parties of change.

Facilitation and support:-the management must take into consideration the view of subordinates.they should provide emotional support and give training skills to employees to meet with the change

Group contact:- when a particular group is Resisting changes,negotiation and agreements should be made with them by offering incentives in order to tackle with their assistance problem.