



SHREE H.N. SHUKLA COLLEGE OF MANAGEMENT STUDIES, RAJKOT



**SHREE H.N. SHUKLA COLLEGE OF MANAGEMENT STUDIES,
RAJKOT**

STUDY MATERIAL OF MBA SEM-1

SUB: ORGANISATIONAL BEHAVIOUR (4519204)

MODULE-3



CHAP-1 UNDERSTANDING THE PERCEPTION PROCESS

Details Explanation:

TOPIC-1 INTRODUCTION:

- Perception refers to the set of processes we use to make sense of all the stimuli you encounter every second, from the glow of the computer screen in front of you to the smell of the room to the itch on your ankle.
- Our perceptions are based on how we interpret all these different sensations, which are sensory impressions we get from the stimuli in the world around us.
- Perception enables us to navigate the world and to make decisions about everything, from which T-shirt to wear or how fast to run away from a bear.
- Close your eyes. What do you remember about the room you are in? The colours of the walls, the angle of the shadows? Whether or not we know it, we selectively attend to different things in our environment.
- Our brains simply don't have the capacity to attend to every single detail in the world around us.
- Have you ever looked at an optical illusion and seen one thing, while a friend sees something completely different? Our brains engage in a three-step process when presented with stimuli: selection, organization, and interpretation.

TOPIC-2 MEANING & DEFINITION OF PERCEPTION:

“Perception is the process through which the information from outside environment is selected, received, organised and interpreted to make it meaningful to you. This input of meaningful information results in decisions and actions.”

“Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.”

According to Joseph Reitz,

“Perception includes all those processes by which an individual receives information about his environment—seeing, hearing, feeling, tasting and smelling. The study of these perpetual processes shows that their functioning is affected by three classes of



variables—the objects or events being perceived, the environment in which perception occurs and the individual doing the perceiving.”

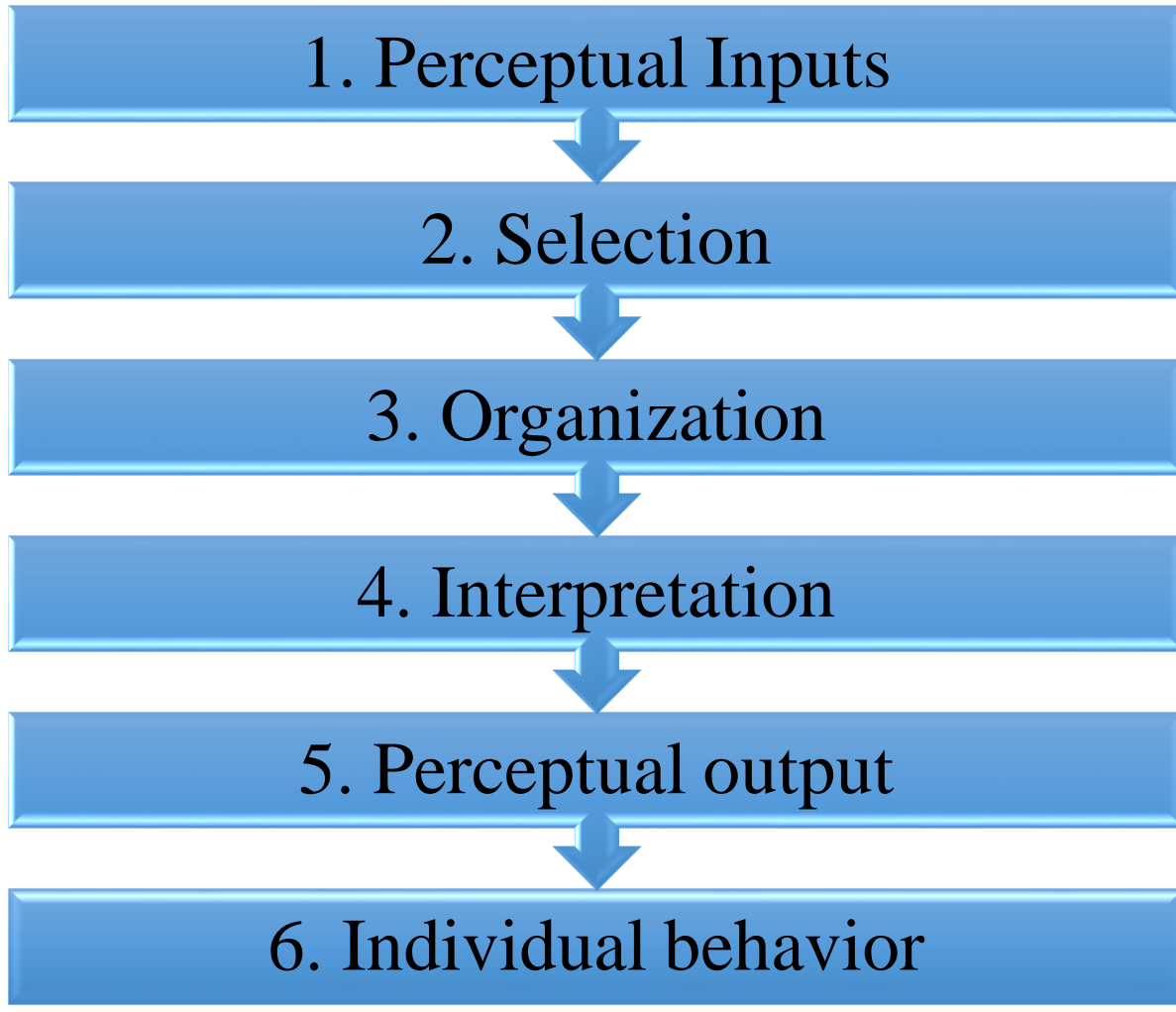
One Word Question-Answer

Line/Sr. No.	Question	Answer
1	Perception refers to the set of what?	Processes
	Perception refers to the set of processes we use to make sense of what?	Stimuli
2	What is the base of perception?	Interpretation
	What is created with the interpretation of all the different sensations?	Perception
3	In what perception helps us?	Decision making
	In broad sense how many stages of perception are there?	Three
4	What is selected, received, organised and interpreted in the process of perception?	Information
	From where information we are getting in process of perception?	Outside environment
5	Input of meaningful information will results in?	Decisions and Actions
	The process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment called?	Perception
6	How many classes of variation are affecting to process functioning?	Three
	“Perception includes all those processes by which an individual receives information about his environment—seeing, hearing, feeling, tasting and smelling. The study of these perpetual processes shows that their functioning is affected by three classes of variables—the objects or events being perceived, the environment in which perception	Joseph Reitz



	occurs and the individual doing the perceiving.” Who has given this definition?	
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TOPIC-3 PROCESS OF PERCEPTION:



1. PERCEPTUAL INPUTS:

- External Environment:
 - Physical environment
 - Factory, office, laboratory, computer etc.
 - Social cultural environment
 - Organizational culture
 - Leadership Styles
 - Value, beliefs, norms
- Internal Environment:



- Individual values
- Beliefs & Norms
- Sociological background
- Economic background
- Psychological state

2. **SELECTION:**

- External factors :
 - Intensity :
 - Superior use loud voice to warn the subordinate
 - Size :
 - Full page advertisements
 - Contrast : :
 - This principal states that external stimuli which stands out against the background or which are not what people are expecting will receive their attention.
 - Training manager --- Organizing training progms. In place far away from work place to create contrasting atmosphere.
 - Repetition :
 - FMCG advertisements , Frequent instructions by superiors
 - Motion :
 - Advertisements – with changing colors
 - Novelty & Familiarity :
 - Animation, Unusual graphics in advertisement
 - Job rotation
- **Internal factors :**
 - Learning :
 - Past experience & learning strongly influence perceptions.



- E.g. Executives are strongly influenced by their functional background while making decisions. They may perceive their own areas of expertise as being the most important to consider while solving problems

– Motivation :

- Needs play a significant role in perceptual selectivity.
- E.g. Food & Consumer goods were a major attention in India during 1970s but it has now lost its appeal

– Personality :

- Personality difference can be perceived - generation, Gender, background etc.
- Senior manager – Rules, Young manager – Risk & Innovation

3. ORGANIZATION:

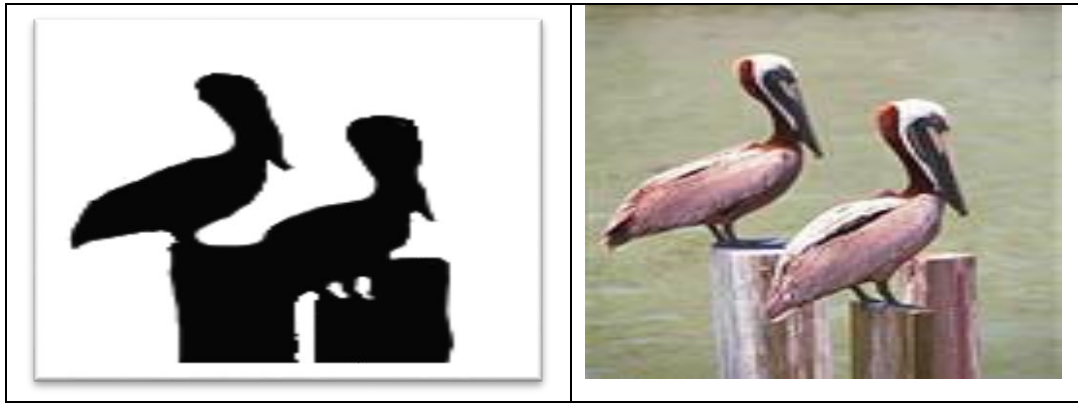
- Perceptual Organization is the process by which people group stimuli into patterns
- Dimensions of organization

- A. Figure & Ground
- B. Perceptual grouping
- C. Perceptual Constancy
- D. Perceptual Context
- E. Perceptual defense

A. Figure & Ground:

This principal states that the perceived object or person or event stands out distinct from its background & occupies the cognitive space of the individual.

- E.g. Employees during probation → priority to performance rating



B. Perceptual grouping :

- Perceptual grouping is the tendency to join/club individual stimuli together into recognizable & meaningful patterns.
- E.G, Students in Canteen with books of law : we tend to group them as students of law college.
- Grouping of stimuli together is done by following factors:
 - Similarity : Employees in same uniform : BHEL company
 - Closure : Principle : Sometimes perceiving a whole when one does not actually exist
 - Continuity :
 - Closure provides missing stimuli
 - Continuity says that we tend to perceive continuous patterns
 - Sales of future
 - Proximity: Group of stimuli which are close together will be perceived as a whole pattern of part belonging together.

C. Perceptual Constancy :

- When the size design shape color & location of the object are almost constant it is referred as principle of perceptual constancy.
- It indicates a sense of stability in the dynamic world. It makes the perceptual organization simple.
- **Production Supervisor of Parle Biscuits Limited : Same raw material**



D. Perceptual Context :

- The organizational culture, structure & object are the context in which employees & customers perceive the companies activities, policies & objectives.
- E.g. Missed ticket : quick decision to postpone the trip

E. Perceptual defense :

- We built a defense (i.e. block/ a refusal to recognize) against a stimuli or situational event in the context that are personally or culturally unacceptable or threatening.
- e.g. Mr. Joshi approached trade union leader for his problem with regards to working hours rather than going to his superior.
- As he had various bitter experiences when he went to his Superior.

4. INTERPRETATION:

- Factors:
 - Characteristics of perceiver
 - Past exp., Self-concept, Needs & Motives, Emotional state
 - Characteristics of the situation

5. PERCEPTUAL OUTPUT:

- The information selected from external environment through the stimuli is organized & interpreted by cognitive process.
- The interpretation turns into perceptual output. It is the perception.
- Perception is in various forms like attitude, opinion, view, feeling
- E.g. superior express his opinion regarding his subordinate, employees explaining their view about working conditions etc.

6. INDIVIDUAL BEHAVIOR:

- Perception in forms of attitude, opinion, view, feeling etc. influence the behavior
- Response may be Covert (Attitude, Motivation, Feeling) or they may be Overt (behavior).



One Word Question-Answer

Line/Sr. No.	Question	Answer
1	How many stages are there in process of perception?	Six
	Which is the 1 st step of process of perception?	Perceptual Inputs
2	Perceptual Inputs can be with how many environments?	Two
	Physical environment is what kind of environment?	External Environment
3	Individual values is what kind of environment?	Internal Environment
	The environment which is within the premises of the organisation id called?	Internal Environment
4	The environment which is beyond/outside of the premises of the organisation id called?	External Environment
	Sociological background what kind of environment?	Internal Environment
5	Which is the 2 nd stage of process of perception?	Selection
	How many factors are affecting to selection?	Two
6	Superior use loud voice to warn the subordinate called?	Intensity
	Why Training manager Organizing training programs in place far away from work place?	Create contrasting atmosphere.
7	Frequent instructions by superiors called?	Repetition
	Advertisements with changing colors means?	Motion
8	Animation, Unusual graphics in advertisement is used to create?	Novelty & Familiarity
	Leaning is what type of factor?	Internal factor
9	What is influenced by Past experience & strong learning?	Perception
	Personality difference can be perceived by?	Gender
10	Process by which people group stimuli into patterns called?	Perceptual Organization
	How many Dimensions of organization are?	Five



11	The principal states that the perceived object or person or event stands out distinct from its background & occupies the cognitive space of the individual called?	Figure & Ground
	What is the tendency to join/club individual stimuli together into recognizable & meaningful patterns?	Perceptual grouping
12	What kind of perception the Employees in same uniform creates?	Similarity
	Group of stimuli which are close together will be perceived as a whole pattern of part belonging together called?	Proximity
13	When the size design shape color & location of the object are almost constant it is referred as?	Perceptual Constancy
	What Perceptual Constancy indicates?	Sense of stability
14	The organizational culture, structure & object are the context in which employees & customers perceive the companies activities, policies & objectives called?	Perceptual Context
	We built a defense against a stimuli or situational event in the context that are personally or culturally unacceptable or threatening called?	Perceptual defense
15	The information selected from external environment through the stimuli is organized & interpreted by cognitive process called?	Perceptual output
	When interpretation turns into perceptual output means?	Perception
16	Perception in forms of attitude, opinion, view, feeling etc. influence the behavior of whom?	Individual



CHAP-2 HOW WE MAKE SENSE OF OUR ENVIRONMENT

Details Explanation:

- Perception describes the multiple ways in which people receive information from their surroundings, allowing them to know their environment.
- Cognition, or the way people understand the environment, occurs through immediate sensory experience coupled with memories and experiences from the past.
- Psychological studies of perception and cognition look at how we organize, identify, and interpret information through our senses.
- Other experiments, including projects by artists and designers, have shed light on how we attach meaning to particular places and spaces.
- Ecological psychology and other interdisciplinary research has demonstrated that human beings and their environments are produced in relation with one another.
- In this way, knowledge and experience are situated in the interplay between person and environment. Specific places and moments generate particular knowledge and experiences; previous experiences shade understandings and lead people to recognize particular things or respond in specific ways.
- Traditionally, the environment was thought of as the context for or container of human activity, and many areas of psychology have proceeded as if what is “out there” in the environment is perceived by humans “in” our brains.
- However, John Dewey’s (1896) landmark critique of the reflex arc denied the separation between external stimulus and internal response by showing the interrelatedness of events, environments, people, and actions.
- By the mid- 20th century, psychologist Kurt Lewin’s (1997) concept of the life space described how elements of the environment make up a sort of force field within which people live their lives.
- Lewin felt that the social and physical environment or field—borrowing from the psychological framework—is dynamic and changes over time, across spaces, and with experience; as such, people change over time as well.
- In effect, people and space are connected and co-produce one another rather than exist as distinct, autonomous entities.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	How many ways the Perception can be describes?	Multiplex
	From where perception can be generated?	Environment
2	With what people understand the environment?	Sensory experience
	With what sensory experience coupled with memories and experiences can be leaned?	Past
3	Through what we organize, identify, and interpret information?	Senses



	Who studies the perception and cognition look at how we organize, identify, and interpret information through our senses?	Psychology
4	Through what have shed light on how we attach meaning to particular places and spaces?	Experiments
	Ecological psychology and other interdisciplinary research has demonstrated that human beings and their environments are produced with?	relationships
5	What Specific places and moments generate can generate?	knowledge and experiences
	What shades the understandings and lead people to recognize particular things or respond in specific ways?	Previous Experiences
6	The environment was thought of as the context for or container of what?	Human Activity
	Who have proceeded as if what is “out there” in the environment is perceived by humans “in” our brains ?	Psychology
7	Who has landmarked following statement? critique of the reflex arc denied the separation between external stimulus and internal response by showing the interrelatedness of events, environments, people, and actions	John Dewey’s
	When John Dewey’s found interrelatedness of events?	1896
8	Who has given concept of the life space described how elements of the environment make up a sort of force field within which people live their lives?	Kurt Lewin’s
	In which year Kurt Lewin’s given above concept?	1997
9	People and space are connected and co-produce one another rather than?	distinct, autonomous entities
	What is dynamic and changes over time, across spaces, and with experience; as such, people change over time as well?	Psychological framework



CHAP-3 UNDERSTANDING GROUP & TEAMS

Details Explanation:

TOPIC-1 MEANING OF GROUP:

Meaning-1

A collection of people who interact with one another, accept rights and obligations as a members and who share a common identity.

E.g. Presentation group

Meaning-2

Two or more people who interact with each other to accomplish a goal.

Meaning-3

Groups where people get along, feel die desire to contribute to the team, and are capable of coordinating their efforts may have high-performance levels.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	A collection of what who interact with one another?	People
	A collection of people who interact with one another, accept rights and obligations as a members and who share a common identity called?	Group
2	What people in group accepts?	Rights and obligations
	How many people interacts with each other to accomplish a goal in group?	Two or more
3	Where people get along, feel die desire to contribute to the team called?	Group

TOPIC-2 TYPES OF GROUPS:

Group is broadly classified as follow

Formal Groups & Teams

Created by manager to meet the firm's goals.

- **Cross-functional:** Members of different departments.



- **Cross-cultural:** Members of different cultures.
- **Research and Development Teams:** Create new products.
- **Top Management team:** Help develop firm’s direction.
 - Important to have diversity in it to avoid group think.
- **Command Groups:** Members report to same manager.
- **Task Force:** Created to meet a given objective.
 - Standing committees are permanent task forces.
- **Self-Managed Teams:** Members are empowered to complete some given work.
 - Team decides how to do the task.

Informal Groups and Teams

Created by the workers to meet their needs.

- **Friendship group:**
Made up of employees who enjoy each other’s company.
 - Satisfy the need for human interaction and social support.
- **Interest Groups:**
Workers seek to achieve a common goal based on their membership in the organization
 - Managers should observe interest groups to learn what employees see as important.

○ **One Word Question-Answer**

Line/Sr. No.	Question	Answer
1	How many types of group are?	Two
	The group which is created by manager to meet the firm’s goals called?	Formal Groups
2	Members of different departments working together is an example of?	Cross-functional Group
	Members of different cultures working together is an example of?	Cross-cultural Group
3	What Research and Development Teams creates?	New products
	Who Helps to develop firm’s direction?	Top Management
4	Top Management helps to develop what?	firm’s direction
	Members report to same manager called?	Command Groups
5	The group created to meet a given objective called?	Task Force



	Members are empowered to complete some given work called?	Self-Managed Teams
6	The group which is created by the workers to meet their needs called?	Informal Groups
	The group made up of employees who enjoy each other's company called?	Friendship group
7	The group of Workers seeks to achieve a common goal based on their membership in the organization called?	Interest Groups

TOPIC-3 STAGES OF GROUP DEVELOPMENT:

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

1. **Forming:**

- The first stage of group development in which people join the group and then define the group's purpose, structure and leadership.

2. **Storming:**

- The second stage of group development which is characterised by intra - group conflict.
- Intragroup conflict occurs as individuals resist control by the group and disagree over leadership.

3. **Norming:**

- The third stage of group development, which is characterised by close relationships and cohesiveness.
- Close relationships develop as the group becomes cohesive and establishes its norms for acceptable behaviour.

4. **Performing:**

- The fourth stage of group development, when the group a fully functional.



- A fully functional group structure allows the group to focus on performing the task at hand.

5. Adjourning:

- The final stage of group development for temporary groups during which group members are concerned with wrapping up activities rather than task performance.
- The group prepares to disband and is no longer concerned with high levels of performance.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	How many stages in group development process are there?	Five
	Which is the 1st stage in group development process?	Forming
2	The stage in which people join the group and then define the group's purpose, structure and leadership called?	Forming
	What people does in the 1st stage?	joins the group
3	Which is the 2nd stage in group development process?	Storming
	The second stage of group development which is characterised by?	Intra - group conflict.
4	Intragroup conflict occurs as individuals resist control by the group and disagree over what?	leadership
	Which is the 3rd stage in group development process?	Norming
5	The third stage of group development, which is characterised by what?	Close relationships and cohesiveness.
	Close relationships develop as the group becomes cohesive and establishes its norms for?	Acceptable behaviour
6	Which is the 4th stage in group development process?	Performing



	What a fully functional group structure allows?	Performing the task
7	What is the status of group in 4th stage?	fully functional
	Which is the 5th stage in group development process?	Adjourning
8	The final stage of group development for temporary groups during which group members are concerned with wrapping up activities rather than?	Task performance
	In the 5th stage no longer concerned with high levels of?	Performance

TOPIC-4 MEANING OF TEAM:

Meaning-1

A group of people who share a common name, mission, set of goals or objectives and expectations.

Meaning-2

Group who work intensively with each other to achieve a specific common goal.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	A group of people who share a common name, mission, set of goals or objectives and expectations called?	Team
	With what team works?	set of goals or objectives
2	In team people work with what?	common goal
	How Group works with each other to achieve a specific common goal?	Intensively

TOPIC-5 TYPES OF TEAMS:

1. Work teams.
2. Functional teams.



3. Self-managed team.

4. Virtual team.

5. Cross functional team.

1. **Work teams:**

- Formal groups made up of interdependent individuals who are responsible for the attainment of a goal.
- Employees from the same department and functional area who are involved in efforts to improve work activities or to solve specific problems

2. **Functional teams:**

- A type of work team that is composed of a manager and his or her subordinates from a particular functional area.
- A hybrid grouping of individuals who are experts in various specialties and who work together on various tasks.

3. **Self-managed team:**

- A type of work team that operates without a manager and is responsible for a complete work process or segment.
- A formal group of employees who operate without a manager and responsible for a complete work process or segment.
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4. **Virtual team:**

- A type of work team that uses computer technology to link physically dispersed members in order to achieve common goal.

5. **Cross functional team:**

- A type of work team that is a hybrid grouping of individuals who are experts in various specialties and who work together on various tasks.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	How many types of team are there?	Five
	A formal groups made up of interdependent individuals who are responsible for the attainment of a goal called?	Work teams



2	Employees from what kind of department works together?	Same
	People are involved in efforts to improve what?	work activities or solve specific problems
3	A type of work team that is composed of a manager and his or her subordinates from a particular area called?	Functional teams
	Individuals who are experts in various specialties and who work together on various tasks called?	hybrid grouping
4	A type of work team that operates without a manager and is responsible for a complete work process or segment called?	Self-managed team
	Without who a formal group of employees operate?	Manager
5	A type of work team that uses computer technology to link physically dispersed members in order to achieve common goal called?	Virtual team
	With what virtual team works?	Computer technology
6	How computer technology helps in virtual group?	link physically dispersed members
	A type of work team that is a hybrid grouping of individuals who are experts in various specialties and who work together on various tasks called?	Cross functional team



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Details Explanation:

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Meaning-3

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CHAP-4 GROUP DYNAMICS

Details Explanation:

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Meaning-2

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3	Where people get along, feel die desire to contribute to the team called?	Group

TOPIC-2 GROUP FORMATION AND DEVELOPMENT

Groups can form when individuals with similar goals and motives come, together. Groups are formed voluntarily. The individuals of a group can join and leave the group any time and they can also change their tasks. Hence, understanding how groups form and develop is important for managers. There are certain motives because of which, the individuals join a group, which are as follows:



- Organizational motives to join groups: Organizations form functional and task groups because such groups help the organization in structuring and grouping the organizational activities logically and efficiently.
- Personal motives to join groups: Individuals also choose to join informal or interest groups for unimportant reasons. Since joining these groups is voluntary, various personal motives affect membership.
- Interpersonal attraction: Individuals conic together to form informal or interest group, as they are also attracted to each other. The factors that contribute to interpersonal attraction are sex, similar attitudes, personality and economic standing. The closeness of group members may also be an important factor.
- Interest in-group activities: Individuals may also be motivated to join an informal or interest group because the activities of the group appeal to them. Playing tennis, discussing current events or contemporary literature, all these are group activities that individuals enjoy.
- Support for group goals: The individuals may also be motivated goals by the other group members to join. For example, a club, which is dedicated to environmental conservation, may motivate individuals to join. Individuals join groups, such as these in order to donate their money and time to attain the goals they believe in and to meet other individuals with similar values.
- Need for affiliation: Another reason for individuals to join groups is to satisfy their need for attachment. Retired/old aged individuals join groups to enjoy the companionship of other individuals in similar situation.
- Instrumental benefits: Group membership sometimes also helpful in providing other benefits to an individual. For example, a manager might join a Rotary/ Lions club if he feels that being a member of this club will lead to important and useful business contacts.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	What is needed to form a group?	Similar goals
	How group formed?	Voluntarily
2	The individuals of a group can _____ and _____ the group any time and they can also change their tasks	Join, Leave
	Why the individuals join a group?	Certain motives
3	Organizations form functional and task groups because such groups help the organization in	Organizational motives



	structuring and grouping the organizational activities logically and efficiently called?	
	Individuals also choose to join informal or interest groups for unimportant reasons called?	Personal motives
4	Individuals conic together to form informal or interest group, as they are also attracted to each other called?	Interpersonal Group
	How many factors affecting to Interpersonal group?	Four
5	Individuals may also be motivated to join group because the activities of the group appeal to them called?	informal or interest group
	Playing tennis, discussing current events or contemporary literature are examples of?	Interest in-group activities
6	The individuals may also be motivated goals by the other group members to join called?	Support for group goals
	A club, which is dedicated to environmental conservation, may motivate individuals to join is example of?	group goals
7	Individuals join groups, in order to donate their money and time to attain the goals they believe in and to meet other individuals with?	Similar values
	Another reason for individuals to join groups is to satisfy their need for attachment called?	Need for affiliation
8	Retired/old aged individuals join groups to enjoy the companionship of other individuals in similar situation is example of?	Affiliation Group
	Group membership sometimes also helpful in providing other benefits to an individual called?	Instrumental benefits group
9	A manager might join a Rotary/ Lions club if he feels that being a member of this club will lead to important and useful business contacts is example of?	Benefits Group



TOPIC-3 STAGES OF DEVELOPMENT

Members of new group are unfamiliar with one another's personalities and hesitant in their interactions. The new group must pass of development,

These different stages of group development are explained as follows:

- **Mutual Acceptance**
The very first stage of a group development is called "Mutual Acceptance". During this stage, the members of the group get familiar with one another and check, which inter-personal behaviour is acceptable and which is unacceptable by the other members of the group. This helps all the members of a group to know each other better and helps the group to move to the next stage easily.
- **Communication and Decision-making**
The second stage of group development is "Communication and Decision-making". During this stage, group members share their opinions and formulate the group's goals. Through communication and decision-making, the structure becomes clear and the group moves to the third stage.
- **Motivation and Productivity**
The third stage is "Motivation and Productivity", which is characterized by a shared acceptance among members of what the group is trying to do. Each person recognizes and accepts his role as well as to accept and to understand the roles to others. Members also become more comfortable with each other and develop a sense of group identity and unity.
- **Control and Organization**
The fourth stage is "Control and Organization", in which the members perform the roles they have accepted and direct their group efforts toward goal attainment. In reality, this developmental sequence varies from group to group, depending on the time, personal characteristics of group members and frequency of interaction.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	Members of new group are?	Unfamiliar
	How many stages of group development are?	Four
2	Which is 1 st stages of group development?	Mutual Acceptance
	What members of the group gets During 1 st stage?	Familiarity



3	Inter-personal behaviour is?	Acceptable
	Inter-personal behaviour might be?	Unacceptable
4	Mutual acceptance helps all the members of a group to know each other better and helps the group for what?	Next stage
	Which is 2 nd stages of group development?	Communication and Decision-making
5	What does group is creating During this stage 2 nd stage?	goals
	Through communication and decision-making, what becomes clear?	structure
6	Which is 3 rd stages of group development?	Motivation and Productivity
	By what group is characterized?	Shared acceptance
7	What does Each person in group understand the roles to others?	Recognizes and Accepts
	With what Members becomes more comfortable with each?	group identity
8	Which is 4 th stages of group development?	Control and Organization
	Members perform the roles they have accepted and direct their group efforts toward what?	goal attainment
9	How developmental sequence varies?	Time & Personal characteristics

TOPIC-4 GROUP NORMS

Norms refer to group behavior standard, beliefs, attitudes, traditions and expectations shared by group members. According to Michael Argyle, "Group norms are rules or guidelines of accepted behavior which are established by a group and used to monitor the behavior of its members". They are framed to achieve objectives of the group. They can be social and fair in nature. Norms define boundaries between acceptable and unacceptable behavior. They make the members to identify themselves with the group. Norms play a significant role in disciplining the members of a group to make them to work regularly and properly. This reduces absenteeism and employee turnover. The members of the group are expected follow the norms strictly. This will make the group more organized



Types of Group Norms

There are two types of group norms, which are as follows:

- **Behavior norms:**
Behavior norms are rules that standardise how individuals act while working on a day-to-day basis. Examples are. "do not come to committee meetings unless you have read the reports to be "discussed", "greet every customer with a smile", etc. These norms tend to reflect motivation, commitment to the organization and therefore result in high level of performance.
- **Performance norms:**
Performance norms are rules that standardize employee output and number of hours worked.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	Group behavior standard, beliefs, attitudes, traditions and expectations shared by group members Called?	Group Norms
	“Group norms are rules or guidelines of accepted behavior which are established by a group and used to monitor the behavior of its members" who has given above definition?	Michael Argyle
2	Why group norms are framed?	achieve objectives of the group
	What group norms define?	boundaries between acceptable and unacceptable behavior
3	Group norms helps to reduce what?	absenteeism and employee turnover
	How many types of group norms are?	Two
4	1 st type of group norms is?	Behavior norms
	2 nd type of group norms is?	Performance norms
5	Rules that standardise how individuals act while working on a day-to-day basis called?	Behavior norms
	"Greet every customer with a smile" is the examples of?	Behavior norms



6	Norms tend to reflect motivation, commitment to the organization and therefore result into?	High level of performance
	Rules that standardize employee output and number of hours worked called?	Performance norms

TOPIC-6 GROUP COHESIVENESS

According to Rensis Likert,

"cohesiveness is the attractiveness of the members towards the group or resistance of the members leaving it". It refers to the attachment of members with the group.

According to K. Aswalhappa,

"cohesiveness is understood as the extent of liking each member has towards others and how far everyone wants to remain as the member of the group".

Attractiveness is the key to cohesiveness. Cohesiveness is the extent to which group members are loyal and committed to the group and to each other. In a highly cohesive group, the members work well together, support and trust one another and are generally effective at achieving their chosen goals.

A group that lacks cohesiveness will not be very much coordinated. Its members will not support one another and they may face difficulty in reaching their goals.

Managers should develop an understanding of the factors that increase and reduce group cohesiveness.

Advantages of Group Cohesiveness

The advantages of group cohesiveness are as follows:

- The members of cohesive groups have high morale.
- The members don't have conflicting views, which decreases the chances of in clash among the views of group members at the workplace or elsewhere.
- Individuals of cohesive groups have no anxiety at the workplace.
- Members of cohesive groups are regular at their work.
- Cohesiveness increases productivity.

The following factors can increase group cohesiveness:

- Competitiveness with other groups.
- Inter-personal attraction.
- Favourable evaluation from outsiders.



- Agreement on goals.
- Frequent interaction.

The following factors decrease cohesiveness:

- Large group size.
- Disagreement on goals.
- Competitiveness within group.
- Domination by one or more members.
- Unpleasant experiences.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	"Cohesiveness is the attractiveness of the members towards the group or resistance of the members leaving it" who has given above definition?	Rensis Likert
	"cohesiveness is understood as the extent of liking each member has towards others and how far everyone wants to remain as the member of the group" who has given above definition?	K. Aswalhappa
2	What is the key to cohesiveness?	Attractiveness
	Extent to which group members are loyal and committed to the group and to each other called?	Cohesiveness
3	Attractiveness is the key of what?	Cohesiveness
	What can be achieved by a highly cohesive group?	Goals
4	Group which lacks cohesiveness will result into?	Idleness
	What Managers should understanding?	factors
5	What members of cohesive groups has?	High morale
	What does Individuals of cohesive groups don't have?	Anxiety
6	Members of cohesive groups are?	Regular at their work
	What does Cohesiveness increases?	Productivity
7	Competitiveness with other groups will lead to?	group cohesiveness
	Group cohesiveness factors can increase?	Inter-personal attraction
8	Group cohesiveness does favourable evaluation from?	Outsiders



	Group cohesiveness will lead to?	Agreement on goals
9	Large group size will result in?	decrease cohesiveness
	Decreased cohesiveness will lead to?	Disagreement on goals

CHAP-5 TRANSACTIONAL ANALYSIS

Detail Explanation:

TOPIC -1 INTRODUCTION:

- The study of human behaviour is very complex and complicated concept.
- It is affected by the psychological factors such as perception, learning, personality and motivation.
- In addition to these factors, individual behaviour affects and affected by the behaviour of others.
- One of the major problems in the study of organisational behaviour is to analyse and improve, the interpersonal relationships.
- One basic approach to study interpersonal relations in an organisational system is transactional analysis.
- This analysis deals with understanding, predicting and controlling interpersonal relationships.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	What is complex and complicated?	Study of human behaviour
	The study of human behaviour is?	Complex and complicated
2	Perception, learning, personality and motivation are what kind of factors?	Psychological
	By what individual behaviour affects and affected?	Behaviour
3	What are the major problems in the study of organisational behaviour?	Analyse, improve, interpersonal relationships
	The basic approach to study interpersonal relations in an organisational system called?	transactional analysis



4	With what transactional analysis?	understanding, predicting and controlling interpersonal relationships
	The analysis deals with understanding, predicting and controlling interpersonal relationships called?	transactional analysis

TOPIC-2 TRANSACTIONAL ANALYSIS:

- It was introduced by Eric Berne.
- Transactional analysis is a technique used to help people better understand their own and other’s behaviour, especially in interpersonal relationships.
- It is a good method for understanding interpersonal behaviour.
- It offers a model of personality and the dynamics of self and its relationship to others that makes possible a clear and meaningful discussion of behaviour.
- Transactional analysis is primarily concerned with following:
 1. Analysis of self-awareness
 2. Analysis of ego states
 3. Analysis of transactions
 4. Script analysis
 5. Analysis of life positions
 6. Stroking
 7. Games analysis

1. ANALYSIS OF SELF-AWARENESS:

- The interpersonal relationships are composed of inter self.
- Self is the core of personality pattern which provides integration.
- Self-awareness is an important concept, it describes the self in terms of image, both conscious and unconscious.
- Joseph Luft and Harrington have developed a diagram to look at one’s personality including behaviours and attitudes that can be known and unknown to self and known and unknown to others.
- This diagram is known as the JOHARI WINDOW.

It comprising of 4 parts.

OPEN	BLIND (unknown to self but known to others)
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(known to others and also self)	
HIDDEN (known to self but unknown to others)	UNKNOWN (unknown to self and unknown to others)

2. ANALYSIS OF EGO STATES:

- The ego plays an important role in human behaviour.
- People interact with each other in terms of psychological positions or behavioural patterns known as ego states.
- Ego states are person's way of thinking, feeling and behaving at any time.
- There are 3 important ego states.
- Ego states: child, adult and parent.
- A person of any age have these ego states in varying degree.
- A healthy person is able to move from one ego state to another.

THE EGO STATES

1. PARENT
2. ADULT
3. CHILD

1. Parent ego state:

The parent ego state means that the values, attitudes and behaviours of parents an integral part of the personality of an individual. These people tend to talk to people and treat others like children. The characteristics of a person with parent ego state are:

- Judgemental
- Rule maker
- Moralisin0067
- Over protective
- indispensable

2. Adult ego state:

The adult ego state is authentic, direct, reality based, fact seeking and problem solving. They assume that human beings as equal, worthy and responsible. The process of adult ego



state formation goes through one's own experiences and continuously updating attitudes left over from childhood. People with adult ego state, gather relevant information, carefully analyse it, generate alternatives and make logical choices.

3. Child ego state:

The child ego state is characterized by very immature behaviour. The important features of child ego state are creativity, anxiety, depression, dependence, fear, joy, emotional sentimental etc.

3. ANALYSIS OF TRANSACTIONS:

- A transaction is a basic unit of social interaction.
- The heart of transactional analysis is the study and diagramming of the exchanges between two persons.
- Thus where a verbal or non-verbal stimulus from one person is being responded by another person a transaction occurs.
- Transactional analysis can help us to determine which ego state is most heavily influencing our behaviour and the behaviour of the other people with whom we interact.
- Depending on the ego states of the persons involved in transactions, there may be three types of transactions:

1. Complementary transactions:

Both people are operating from the same ego state. There can be nine complementary transactions. They are given below:

- Adult-Adult transactions
- Adult-Parent transactions
- Adult-Child transactions
- Parent-Parent transactions
- Parent-Adult transactions
- Parent-Child transactions
- Child-Parent transactions
- Child-Adult transactions
- Child-Child transactions



2. Crossed transactions:

A crossed transaction is one in which the sender sends message a behaviour on the basis of his ego state, but this message is reacted to by an unexpected ego state on the part of the receiver. Crossed communication should be avoided as far as possible. Whenever such transactions occur, communication tends to be blocked and a satisfactory transaction is not accomplished.

3. Ulterior transactions:

Two ego states within the same person but one disguises the other one.

4. SCRIPT ANALYSIS:

- In a layman's view a script is the text of play, motion picture, or a radio or TV programme.
- In transactional analysis a person's life is compared to a play and the script is the text of the play.
- According to Eric Berne," a script is an ongoing programme, developed in early childhood under parental influence which directs the individual behaviour in the most important aspects of his life.
- A script is a complete plan of living, offering prescriptions, permissions and structure which makes one winner or loser in life.

5. ANALYSIS OF LIFE POSITIONS:

- In the process of growing up people make basic assumptions about their own self-worth as well as about the worth of significant people in their environment.
- The combination of assumptions about self and the other person called as life position.
- Transactional analysis constructs the following classifications of the four possible life positions or psychological positions:
 1. I am OK, you are OK.
 2. I am OK, you are not OK.
 3. I am not OK, you are OK.
 4. I am not OK, you are not OK

1. I am OK, you are OK:

It appears to be an ideal life position. People with this type of life position have confidence in themselves as well as trust and confidence in others.



2. I am OK, you are not OK:

This is a distrustful psychological positions. This is the attitude of those people, who think that whatever they do is correct.

3. I am not OK, you are OK

This is a common position for those people who feel power-less when they compare themselves to others.

4. I am not OK, you are not OK:

People in this position tend to feel bad about themselves and see the whole world as miserable. They do not trust others and have no confidence in themselves.

6. STROKING:

- Stroking is an important aspects of the transactional analysis.
- The term stroke refers to “giving some kind of recognition to others.”
- People need strokes for their sense of survival and well-being on the job.
- Lack of stroking can have negative consequences both on physiological and psychological well-being of a person.

• There are three x :

1. Positive strokes:

- The stroke one feel good, is a positive stroke.
- Recognition, approval are some of the examples.

2. Negative strokes:

- A stroke one feel bad or not good is a negative stroke.
- Negative strokes hurt physically or psychologically.

3. Mixed strokes:

- A stroke may be of a mixed type also.

Example: the boss comment to a worker “you did an excellent job inspite your limited experience.

7. GAMES ANALYSIS

- When people fail to get enough strokes at work they try a variety of things.
- One of the most important thing is that they play psychological games.
- A psychological game is a set of transaction with three characteristics:
 - The transaction tend to be repeated.
 - They make sense on superficial or social level.



- One or more transactions is ulterior.
- Types of games:
 - A first degree game is one which is socially acceptable in the agent’s circle.
 - A second degree game is one which more intimate end up with bad feelings.
 - A third degree game is one which usually involve physical injury.

BENEFITS AND UTILITY OF TRANSACATIONAL ANALYSIS

- Improved interpersonal communication.
- Source of positive energy.
- Understanding ego state.
- Motivation.
- Organisational development.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	Who has given theory of Transactional Analysis?	Eric Berne
	Which theory is developed by Eric Berne?	Transactional Analysis
2	Technique used to help people better understand their own and other’s behaviour, especially in interpersonal relationships called?	Transactional Analysis
	Transactional Analysis is a good method for understanding what?	Interpersonal behaviour
3	What Transactional Analysis offers?	Model of personality and dynamics of self
	Transactional analysis is primarily concerned how many ways?	Seven
4	The interpersonal relationships are composed of what?	Inter self
	Self is the core of personality pattern and what it provides?	Integration
5	It describes the self in terms of image, both conscious and unconscious called?	Self-awareness



	Who has developed a diagram to look at one's personality including behaviours and attitudes that can be known and unknown to self and known and unknown to others?	Joseph Luft and Harrington
6	Joseph Luft and Harrington has given a diagram and it is known as?	Johari window
	How many components are of johari window theory?	Four
7	Which is the 1 st component of Johari window theory?	Open
	Known to others and also self called which component of johari window theory?	Open
8	Which is the 2 nd component of Johari window theory?	Blind
	Unknown to self but known to others called which component of johari window theory?	Blind
9	Which is the 3 rd component of Johari window theory?	Hidden
	Known to self but unknown to others called which component of johari window theory?	Hidden
10	Which is the 4 th component of Johari window theory?	Unknown
	Unknown to self and unknown to others called which component of johari window theory?	Unknown
11	Where ego plays an important role?	Human behaviour
	People interact with each other in terms of psychological positions or behavioural patterns known as?	Ego states
12	Person's way of thinking, feeling and behaving at any time called?	Ego states
	How many ego states are there?	3
13	Which is 3 rd ego state?	Child ego state
	Which is 2 nd ego state?	Adult ego state
14	Which is 1 st ego state?	Parent ego state



	The values, attitudes and behaviours of parents an integral part of the personality of an individual called?	Parent ego state
15	People tend to talk to people and treat others like?	Children
	Judgemental, Rule maker, Moralisin, Over protective, indispensable are?	Characteristics Parent ego state
16	Authentic, direct, reality based, fact seeking and problem solving is called?	Adult ego state
	What adult ego state assume?	Human beings as equal, worthy and responsible
17	Who gathers relevant information, carefully analyse of it, generate alternatives and make logical choices?	People with adult ego state
	Which ego state is characterized by very immature behaviour?	Child ego state
18	Creativity, anxiety, depression, dependence, fear, joy, emotional sentimental are the features of?	Child ego state
	Transaction is a basic unit of what?	social interaction
19	A verbal or non-verbal stimulus from one person is being responded by another person leads to?	Transaction
	What can help us to determine which ego state is most heavily influencing our behaviour and the behaviour of the other people with whom we interact?	Transactional analysis
20	Depending on the ego states of the persons involved in transactions, there may be how many types of transactions?	3
	Both people are operating from the same ego state called?	Complementary transactions
21	The transaction in which the sender sends message a behaviour on the basis of his ego state, but this message is reacted to by an unexpected ego state on the part of the receiver called?	Crossed transactions
	Two ego states within the same person but one disguises the other one called?	Ulterior transactions
22	The text of play, motion picture, or a radio or TV programme called?	Script analysis



	In transactional analysis a person's life is compared to a play with what?	text of the play
23	A script is an ongoing programme, developed in early childhood under parental influence which directs the individual behaviour in the most important aspects of his life? Who has given above definition?	Eric Berne
	The complete plan of living, offering prescriptions, permissions and structure which makes one winner or loser in life called?	Script
24	The combination of assumptions about self and the other person called?	Life positions
	Transactional analysis constructs how many classifications?	Four
25	Which is the 1 st classification of life position or psychological positions?	I am OK, you are OK
	Which is the 2 nd classification of life position or psychological positions?	I am OK, you are not OK
26	Which is the 3 rd classification of life position or psychological positions?	I am not OK, you are OK
	Which is the 4 th classification of life position or psychological positions?	I am not OK, you are not OK
27	People with this type of life position have confidence in themselves as well as trust and confidence in others called?	I am OK, you are OK
	The attitude of those people, who think that whatever they do is correct called?	I am OK, you are not OK
28	People who feel power-less when they compare themselves to others called?	I am not OK, you are OK
	position tend to feel bad about themselves and see the whole world as miserable and they do not trust others and have no confidence in themselves called?	I am not OK, you are not OK
29	Stroking is what type of aspects of the transactional analysis?	Important
	Giving some kind of recognition to others called?	stroke
30	For what People need strokes?	sense of survival and well-being on the job



	Lackof stroking can have negative consequences like?	physiological and psychological
31	How many types of strokes are there?	Three
	The stroke one feel good called?	Positive stroke
32	Examples positive stroke are?	Recognition and approval
	A stroke one feel bad or not good called?	Negative stroke
33	A stroke which is of a mixed called?	Mixed strokes
	Boss comment to a worker “you did an excellent job inspite your limited experience is the example of?	Mixed strokes
34	When people fail to get enough strokes at work they try a variety of things called?	Games
	Which game is socially acceptable in the agent’s circle?	First degree game
36	The game which more intimate end up with bad feelings called?	Second degree game
	Which game usually involve physical injury?	Third degree game