**MODEL ANSWER**

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| **QUESTION NOS:** | **EXAMINATION: 4th Sem. Regular Exam.2017-18**  **SUBJECT: : ORGANISATIONAL BEHAVIOUR**  **SUBJECT CODE: POB3E002**  **BRANCH: ALL**  **QUESTION CODE: Y904** | **STEPWISE DISTRIBUTION OF MARKS (MARKING SCHEME)** |
| **Q.1.**  **Q.2.a.**  **b.**  **c.**  **d.**  **e.**  **f.**  **g.**  **h.**  **i.**  **j.**  **Q.3.a.**  **b.**  **Q.4.a.**  **b.**  **Q.5.a.**  **b.**  **Q.6.a.**    **b.**  **Q.7.a.**  **b.**  **Q.8.a**    **b.**  **Q.9.a.**  **b.** | 1. ii. B . i C. i D. iii E. iii F. ii G. ii H.ii i. iii J. ii   Organizational Behaviour is concerned with the understanding, prediction and control of human behaviour in organizations. It focuses on the individuals, the groups and the organization and also on their interactional relationships.  The Myers–Briggs Type Indicator (MBTI) is an introspective self-report questionnaire claiming to indicate psychological preferences in how people perceive the world around them and make decisions.  Perception is the process through which the information from outside environment is selected, received, organised and interpreted to make it meaningful to you.  The halo effect is a cognitive bias in which an observer's overall impression of a person, company, brand, or product influences the observer's feelings and thoughts about that entity's character or properties.  Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input or output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity.  A work group is two or more individuals who are interdependent in their accomplishments and may or may not work in the same department. Once again, the differences are subtle, but the main thread is a team works together and shares in the outcome, while a group is more independent of each other.  The charismatic leadership style relies on the charm and persuasiveness of the leader. Charismatic leaders are driven by their convictions and commitment to their cause.Charismatic leaders also are sometimes called transformational leaders because they share multiple similarities.  A key consequence of weak culture is that there is greater need for procedures, policies and bureaucracy in order to get things done in the desired way, with in turn can add substantially to organisational costs. A key benefit of a strong culture is that there is less need for detailed policies and procedures because the "way things are done around here" is well understood and accepted.  Characteristics of Positive organisational culture are:   * Openness * Integrity * Delegation of duties. * Respect * Discipline and honest communication   Nature of workforce, technology, economic shocks, competitions, social trends, world politics, security and fear of the unknown are the forces that acts as stimulants to change.  **Theoretical Framework of Organizational Behaviour**  **Behavioural Framework**:  Behaviour can be best explained in terms of stimulus—Response. That is, a particular stimulus will lead to a particular response. However, responses can be conditioned or trained by presenting conditioned stimulus/consequences.  **Classical Conditioning:**Ivan Pavlov and John Watson developed this theory. According to this theory, learning/conditioning takes place when Stimulus-Response connection is established. Classical conditioning may be defined as a process in which a neutral stimulus, when repeatedly paired with an unconditioned stimulus, becomes a conditioned stimulus that elicits a conditioned response.This may be explained as under:  **Unconditioned Stimulus—Unconditioned Response**  **Conditioned stimulus—Conditioned Response.**  Ivan Pavlov developed the theory of classical conditioning on the basis of his famous experiment with dog. Whenever he presented meat powder (Unconditioned Stimulus) to the dog, it salivated (Unconditioned Response). The dog did not salivate when a bell rung (Neutral Stimulus/Conditioned Stimulus). Later, Pavlov rang the bell (Conditioned Stimulus) whenever he presented meat powder (Unconditioned Stimulus) to the dog. He repeated the exercise several times. Afterwards, Pavlov rang the bell (Conditioned Stimulus) without presenting the meat powder (Unconditioned Stimulus) and found that the dog actually salivated (Conditioned Response). Critics of Classical Conditioning theory say that this theory at best explains reflexive (involuntary/automatic/impulsive) behaviour.  **Operant Conditioning**: B F Skinner developed Operant Conditioning theory in order to overcome the weaknesses of Classical Conditioning. In Operant Conditioning, responses to a particular stimulus occur on the basis on consequences of that response. Thus there is strong association between consequence and response to a particular stimulus.This may be explained as under:  **Stimulus—Response—Consequences—Future Response on the basis of consequence** Consequences can be any of the following:Something good can begin or be presentedSomething good can end or be taken awaySomething bad can begin or be presentedSomething bad can end or be taken awayConsequences have to be immediate and clearly linked to the responses.Behavioural framework debunked the Freudian proposition that behaviour came from unconscious.  **Cognitive Framework:**  Cognition means a mental process involved in knowing, learning and understanding things. Edward Tolman propounded this theory in 1940s. According to cognitive Framework, cognition precedes response/behaviour and constitute inputs into person’s thinking, perception,problem solving and information processing.The theory may be explained as under:  **Stimulus-Cognition-Response** According to Tolman, behaviour of a person is determined by Expectancy, Demand and Intention based on his/her cognition. He developed this theory on the basis of his experiment with white rat. He found that a rat could learn to run through an intricate maze with a purpose and direction towards a goal (food). He observed that at each choice point in the maze, expectations were established. In other words, the rat learned to expect that certain cognitive cues associated with the choice point might eventually lead to food. If the rat actually received the food, the association between the cue and expectancy was established and learning occurred. In Organizational Behaviour, Cognitive Framework has been applied mainly in motivation. Expectations, attributions, locus of control and goal-setting are all cognitive concepts that represent purposefulness of the subject.  **Social Cognitive Framework:**  This framework was developed by Albert Bandura who believes that human behaviour can best be explained in terms of a continuous reciprocal interaction among cognitive, behavioural and environmental determinants. Most of our responses are guided by observation and imitation.  According to this theory, human behaviour is determined by five basic capabilities: **Symbolizing:** An individual associates a symbol to his future responses. **Forethought:** An individual anticipates the consequences and accordingly makes a choice of responses. **Observational:** An individual observes others before choosing his/her own responses. **Self-regulatory**: an individual controls his/her action by setting internal standards (aspired levels of performance) and by evaluating discrepancy between the standard and the performance **Self-reflective**: An individual reflects back on his/her actions and perceptually determine the causes of success or failure and possible measure to improve the quality of responses.  **Scientific management concept**  Scientific management concept is one of the principles of management and is also known as classical theory. This principle is propounded by Fredrick Winslow Taylor (F.W Taylor) – the father of management.  **Contributions of Scientific Management**  1.   **Scientific task setting:-**  In a working day how much work is to be done by a worker but be fixed by a manager and the task should be set everyday. The process of task setting requires scientific technique. To make a worker do a quantity of work in a working day is called scientific task setting  2.   **Differential payment system:-** under this system, a worker received the piece rate benefit which will attract the workers to work more for more amount of wages and more incentives would be created to raise the standardization of output to promote the workers to produce more and perform more task than before and utilize waste time to earn more wages.  3.   **Reorganization of supervision:-** concepts of separation of planning and doing and functional foremanship were developed. Taylor opines that the workers should only emphasize in planning or in doing. There should be 8 foreman in which 4 are for planning and 4for doing. For planning they were route clerk, instruction cord clerk, time and cost clerk and disciplinarian. And for doing they were speed boss, gang boss, repair boss and inspector.  4.   **Scientific recruiting and training:-**staffs and workers should be selected and employed on scientific basis. Management should develop and train every workers by providing proper knowledge and training to increase their skills and make them effective  5.  **Economy:-** efficient cost accounting system should be followed to control cost which can minimize the wastages and thoroughly reduced and thus eliminated.  6.     **Mental revolution:-** Taylor argued that both management and workers should try to understand each other instead of quarreling for profits and benefits which would increase production, profit and benefits.  **Barrier to changing attitudes:**  There are number of barriers which prevent people from changing their attitudes.  **1. Prior Commitments:**  One barrier to change of attitude is prior commitments. This occurs when people feel a commitment to a particular course of action and are unwilling to change. Theory and research have also supported escalation of commitment which means, tendency of the decision makers to persist with failing course of action.  For example, if the president of a company is an MBA from IIM, Ahmedabad and he himself appoints a marketing manager who is also from the same institute. Unfortunately, the things are not working out well and the marketing manager is not very good.  **2. Strong Commitment:**  If an employee is strongly committed, it becomes difficult to change his or her attitude. In other words we can say that the stronger the belief about the attitude, the harder it is to change it.  **3. Publicly Expressed Attitudes:**  Attitudes that have been expressed publicly are more difficult to change. This is because of the fact, that it requires a lot of effort for one to admit his or her mistake.  **4. Low Credibility:**  The term credibility implies trust, expertise and objectivity. Employees are least interested in responding to change the efforts made by someone who is not liked, has low rate of credibility and is not convincing. If people hate you, they are least interested in adopting your message.  **5. Insufficient Information:**  Sometimes people do not see any reason as to why they should change their attitudes. The boss may not like the negative attitude of the subordinate, but the subordinate may be quite pleased with his own behaviour. Till the boss shows him that his negative attitude will hinder his career progress and his salary increase, he will continue to have the negative feelings. **6. Degree of Fear:**  If there is a low level of fear, people often ignore it as the warnings are not strong enough to warrant attention. Similarly, if a very high degree of fear is used, people again reject the message and refuse to be persuaded as the warnings are too threatening and thus not believable. In both these situations it is difficult to change the attitude of employees. Ways of Overcoming the Barriers and Changing the Attitudes: **1. Providing New Information:**  One of the ways of changing the attitudes is by providing new information. Sometimes, this information will change a person’s beliefs and in this process his attitudes. This is specifically true when the reason for the negative attitude is insufficient or misleading information. For example, people generally have a negative attitude towards the staff at railway reservation counters.  **2. Use of Fear:**  A second way of changing the attitudes is through the use of fear. Research has found out that fear can cause some people to change their attitude. However, the degree of fear is very important for the final outcome.  Degree of Fear  **3. Resolving Discrepancies:**  Another way of changing the attitudes is by resolving discrepancies between attitudes and behaviour. For example, research shows that when a person has more than one offer of a job and he has to make a choice, he often feels that his final choice may have been a mistake.  **4. Influence of Friends or Peers:**  Change of attitude can come about through persuasion of friends or peers. Credibility of the others, especially the peers, is important to effect change. Peers with high credibility shall exercise significant influence as compared to those peers who have low credibility.  **5. The Co-opting Approach:**  Another way in which attitude change takes place is by co-opting, which means taking people who are dissatisfied with a situation and getting them involved in improving things. For example, an employee feels that the company should be doing something for improving the employees’ benefits.  **6. Oral Pursuation Technique:**  All the attitude change techniques are not equally effective across different situations. Another way in which attitude can be changed is through oral-pursuation. Oral pursuation techniques are most effective when you use a positive and tactful tone, present strong evidence and use logic to support your position.  **7. Training Sessions:**  The use of training sessions in which employees share and personalize their experiences and practice new behaviours can be a powerful stimulant for changing attitude.  The personality–job fit theory postulates that a person's personality traits will reveal insight as to adaptability within an [organization](https://www.revolvy.com/topic/Organization&item_type=topic). The degree of confluence between a person and the organization is expressed as their Person-Organization (P-O) fit.This is also referred to as a person–environment fit.A common measure of the P-O fit is workplace efficacy; the rate at which workers are able to complete tasks. These tasks are mitigated by workplace environs- for example, a worker who works more efficiently as an individual than in a team will have a higher P-O fit for a workplace that stresses individual tasks (such as accountancy).By matching the right personality with the right job, company workers can achieve a better [synergy](https://www.revolvy.com/topic/Synergy&item_type=topic) and avoid pitfalls such as high [turnover](https://www.revolvy.com/topic/Turnover%20(employment)&item_type=topic) and low [job satisfaction](https://www.revolvy.com/topic/Job%20satisfaction&item_type=topic). Employees are more likely to stay committed to organizations if the fit is 'good'.  In practice, P-O fit would be used to gauge integration with organizational competencies. The Individual is assessed on these competencies, which reveals efficacy, [motivation](https://www.revolvy.com/topic/Motivation&item_type=topic), influence, and co-worker respect. Competencies can be assessed using various tools like [psychological tests](https://www.revolvy.com/topic/Psychological%20tests&item_type=topic), [assessment centres](https://www.revolvy.com/topic/Assessment%20centre&item_type=topic) competency based interview, [situational analysis](https://www.revolvy.com/topic/Situational%20analysis&item_type=topic), etc.  If the Individual displays a high P-O fit, we can say that the Individual would most likely be able to adjust to the company environment and work culture, and would be able to perform at an optimum level.  In tech, [Good&Co](https://good.co/) uses this theory in determining matches for its users with companies and positions that fit their personality.  Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.  It can be divided into six types −   * **Of sound** − The ability to receive sound by identifying vibrations. * **Of speech** − The competence of interpreting and understanding the sounds of language heard. * **Touch** − Identifying objects through patterns of its surface by touching it. * **Taste** − The ability to receive flavor of substances by tasting it through sensory organs known as taste buds. * **Other senses** − They approve perception through body, like balance, acceleration, pain, time, sensation felt in throat and lungs etc. * **Of the social world** − It permits people to understand other individuals and groups of their social world. **Example** − Priya goes to a restaurant and likes their customer service, so she will perceive that it is a good place to hang out and will recommend it to her friends, who may or may not like it. Priya’s perception about the restaurant is good.  Perceptual Process Perceptual process are the different stages of perception we go through. The different stages are −   * Receiving * Selecting * Organizing * Interpreting  Receiving Receiving is the first and most important stage in the process of perception. It is the initial stage in which a person collects all information and receives the information through the sense organs. Selecting Selecting is the second stage in the process. Here a person doesn’t receive the data randomly but selectively. A person selects some information out of all in accordance with his interest or needs. The selection of data is dominated by various external and internal factors.   * **External factors** − The factors that influence the perception of an individual externally are intensity, size, contrast, movement, repetition, familiarity, and novelty. * **Internal factors** − The factors that influence the perception of an individual internally are psychological requirements, learning, background, experience, self-acceptance, and interest.  Organizing Keeping things in order or say in a synchronized way is organizing. In order to make sense of the data received, it is important to organize them.  We can organize the data by −   * Grouping them on the basis of their similarity, proximity, closure, continuity. * Establishing a figure ground is the basic process in perception. Here by figure we mean what is kept as main focus and by ground we mean background stimuli, which are not given attention. * Perceptual constancy that is the tendency to stabilize perception so that contextual changes don’t affect them.  Interpreting Finally, we have the process of interpreting which means forming an idea about a particular object depending upon the need or interest. Interpretation means that the information we have sensed and organized, is finally given a meaning by turning it into something that can be categorized. It includes stereotyping, halo effect etc.  The concept of the "Big Five" personality model is taken from psychology and includes five broad domains that describe personality. These five personality traits are used to understand the relationship between personality and various behaviors.  These five factors are assumed to represent the basic structure behind all personality traits. These five factors were defined and described by several different researchers during multiple periods of research. However, as a result of their broad definitions, the Big Five personality traits are not nearly as powerful in predicting and explaining actual behavior as are the more numerous lower-level, specific traits. The Five Traits The traits are:   1. Openness - Openness to experience describes a person's degree of intellectual curiosity, [creativity](https://www.boundless.com/management/definition/creativity/), and preference for novelty and variety. Some disagreement remains about how to interpret this factor, which is sometimes called intellect. 2. Conscientiousness - Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for [achievement](https://www.boundless.com/management/definition/achievement/). Conscientiousness also refers to [planning](https://www.boundless.com/management/definition/planning/), [organization](https://www.boundless.com/management/definition/organization/), and dependability. 3. Extraversion - Extraversion describes energy, positive [emotions](https://www.boundless.com/management/definition/emotions/), assertiveness, sociability, talkativeness, and the tendency to seek stimulation in the company of others. 4. Agreeableness - Agreeableness is the tendency to be compassionate and cooperative towards others rather than suspicious and antagonistic. 5. Neuroticism - Neuroticism describes vulnerability to unpleasant emotions like anger, anxiety, depression, or vulnerability. Neuroticism also refers to an individual's level of emotional stability and impulse [control](https://www.boundless.com/management/definition/control/) and is sometimes referred to as emotional stability.   Maslow’s Need Hierachy Model.  Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows-  Self - actualization  Esteem Needs  Love Needs  Safety Needs  Physiological Needs  **Fig.14 Maslow’s hierarchy of Needs**  **1. Physiological needs:** The needs of hunger, thirst, sleep and sex are physiological needs. According to the theory, once these basic needs are satisfied, they no longer motivate.  **2. Safety needs:** Maslow stressed emotional as well as physical safety. The whole organization may become a safety – seeking mechanism. For example, membership in a trade union is a safety need. Once these safety needs are satisfied, they no longer motivate.  **3. Love needs:** Maslow’s use of the word love has many misleading connotations, such as sex, which is actually a physiological need. Perhaps a more appropriate word describing this level would be belongingness or affiliation. Membership in formal and informal work groups is a belongingness need.  **4. Esteem needs:** The esteem level represents the higher needs of humans. The needs for power, achievement, and status can be considered to be part of this level.  **5. Needs for self – actualization:** This level represents the culmination of all the lower, intermediate, and higher needs of humans. People, who have become self – actualized, are self fulfilled and have realized all their potential. Self – actualization is the person’s motivation to transform perception of self into reality. Limitations of Maslow’s Theory  * It is essential to note that not all employees are governed by same set of needs. Different individuals may be driven by different needs at same point of time. It is always the most powerful unsatisfied need that motivates an individual. * The theory is not empirically supported. * The theory is not applicable in case of starving artist as even if the artist’s basic needs are not satisfied, he will still strive for recognition and achievement.   **Types of Groups**   1. **Primary & Secondary Groups**:-A **primary group** has intimate, face to face association & co-operation e.g. family, neighbourhood groups, friendship groups 2. A **secondary group** is formal, may not have any interest in the problems & pleasure of others. 3. **Membership & Reference Groups**:   A **membership group** is one to which an individual really belongs. A **reference group** is one with which the individual identifies. The attractiveness of the reference group makes the norms of that group more attractive to the individual who aspires for it.  4. **Command & Task Groups**:  A **command group** is composed of subordinates who report directly to a common supervisor e.g. a production manager & his team.   1. **In-groups & Out-groups**:   **In-groups** are a cluster of individuals that have a dominant place in social functioning. The **out-groups** are marginal in the society and referred as minority groups.  **Formal & Informal groups**:   Formal Group  a. Designed by Top management for achieving organizational goals  b. Concentrates more on the performance of job.  c. People are placed in hierarchy and their status determined accordingly  d. Co-ordination of members are controlled through process, procedures etc **Informal Groups** are created in the organization because of social and psychological forces operating at the workplace.  a. A natural outcome at the work place & not designed and planned b. Organization is coordinated by group norms and not by norms of the formal organization c. Such group associations are not specified in the blue-print of the formal organization  **Fred E. Fiedler’s contingency theory** of leadership effectiveness was based on studies of a wide range of group effectiveness, and concentrated on the relationship between leadership and organizational performance. This is one of the earliest situation-contingent leadership theories given by Fiedler. According to him, if an organization attempts to achieve group effectiveness through leadership, then there is a need to assess the leader according to an underlying trait, assess the situation faced by the leader, and construct a proper match between the two. Leader’s trait In order to assess the attitudes of the leader, Fiedler developed the ‘least preferred co-worker’ (LPC) scale in which the leaders are asked about the person with whom they least like to work. The scale is a questionnaire consisting of 16 items used to reflect a leader’s underlying disposition toward others. The items in the LPC scale are pleasant / unpleasant, friendly / unfriendly, rejecting / accepting, unenthusiastic / enthusiastic, tense / relaxed, cold / warm, helpful / frustrating, cooperative / uncooperative, supportive / hostile, quarrelsome / harmonious, efficient / inefficient, gloomy / cheerful, distant / close, boring / interesting, self-assured / hesitant, open / guarded. Each item in the scale is given a single ranking of between one and eight points, with eight points indicating the most favorable rating.   |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Friendly** |  | | | | | | | | **Unfriendly** | | **8** | **7** | **6** | **5** | **4** | **3** | **2** | **1** |   Fiedler states that leaders with high LPC scores are relationship-oriented and the ones with low scores are task-oriented. The high LPC score leaders derived most satisfaction from interpersonal relationships and therefore evaluate their least preferred co-workers in fairly favorable terms. These leaders think about the task accomplishment only after the relationship need is well satisfied. On the other hand, the low LPC score leaders derived satisfaction from performance of the task and attainment of objectives and only after tasks have been accomplished, these leaders work on establishing good social and interpersonal relationships. Situational factor According to Fiedler, a leader’s behavior is dependent upon the favorability of the leadership situation. Three factors work together to determine how favorable a situation is to a leader. These are:   * **Leader-member relations -** The degree to which the leaders is trusted and liked by the group members, and the willingness of the group members to follow the leader’s guidance * **Task structure -** The degree to which the group’s task has been described as structured or unstructured, has been clearly defined and the extent to which it can be carried out by detailed instructions * **Position power -** The power of the leader by virtue of the organizational position and the degree to which the leader can exercise authority on group members in order to comply with and accept his direction and leadership   **Effective teams:**  Teams can be made effective by providing trainings and proper evaluation system.  Steps of Training: Evaluating system:   * Establish credibility Team Mission * Allow ventilation. Goal Achievement * Provide an orientation. Empowerment * Invest in the process Open & honest communication * Establish intra-group procedure Positive roles & norms * Establish inter-group processes. * Change the role of the trainer.   **Organisational Culture**  A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as sustained in the organization.   * **The culture decides the way employees interact at their workplace**. A healthy culture encourages the employees to stay motivated and loyal towards the management. * **The culture of the workplace also goes a long way in promoting healthy competition at the workplace**. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform. * Every organization must have set guidelines for the employees to work accordingly. **The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace**. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines. * No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. **The work culture goes a long way in creating the brand image of the organization**. The work culture gives an identity to the organization. In other words, an organization is known by its culture. * **The organization culture brings all the employees on a common platform**. The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best. * **The work culture unites the employees who are otherwise from different back grounds**, families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace. * Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional. * Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work. * **The work culture promotes healthy relationship amongst the employees**. No one treats work as a burden and moulds himself according to the culture. * **It is the culture of the organization which extracts the best out of each team member**. In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.   **Characteristics of Culture:**   * Individual initiative * Identity * Stability and control * Integrity * Objective * Management assistance * Risk tolerance * Conflict resolution * Communication system * Reward system   Workplace spirituality is not about organized practices. It’s not about theology of about one’s spiritual leader. Rather, workplace spirituality is about recognizing that takes place in the context of an organizational community. Organizations that promote a spiritual culture recognize that employees have both a mind and a spirit, seek to find meaning and purpose in their work, and desire to connect with other employees and be part of a community.  Why the emphasis on spirituality in today’s organizations?  Historical models of management had no room for spirituality. These models typically focused on organizations that were efficiently run without feelings toward others. Similarly, concern about an employee’s inner life had no role in managing organizations. But just as we’ve come to realize that the study of emotions improves our understanding of how and why people act the way they do in organizations, an awareness of spirituality can help one better understand employee work behavior in the twenty first century organization.  For example, The Indian self is found to have a significant component of spirituality which has manifest implications for their workplace performances moral decision making or attitudes towards ethical issues.  Although workplace spirituality has generated some interest in many organizations, it is not without its critics. Those who argue against spirituality in organizations typically focus on two issues. First is the question of legitimacy . Specifically, do organizations have the right to impose spiritual values on their employees? Second is the question of economics. Are spirituality and profits compatible? Let’s briefly look at these issues.  Organizational change is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against bigger competitors and grow. However, success should not lead to complacency. To stay a step ahead of the competition, companies need to look for ways to do things more efficiently and cost effectively.  Types of Organisational Change  There are several types of organizational change and there are numerous factors which may force companies to make these organizational changes.  As a forever evolving organization, one should strive to continuously grow. To grow, one needs to change.   Constantly shifting the systems that have been in set in place can be destabilizing. Many factors affect the need for change. Theses may vary from social trends, a weakened economy, nature, regulatory forces, technology or even political reasons.      Here is a list of 5 types of organizational change that take place when an organization undergoes such a transition. 5 Types of Organizational Change****Organization-Wide Change****  * + Organization-wide change is a large-scale transformation that affects the overall structure of the company. This typically tends to entail resizing of any form, restructuring or collaboration — basically, a step towards changing the nature of the company.   + For example, changing from a highly reactive entrepreneurial organization to one that more has a more stable, corporate development.   + It should be noted that irrespective of the type of change undertaken, these changes do affect the organizational culture and as an end result, affects the behavior patterns of employees and individuals.   + Changes in this category are long term and if not planned well can be highly disruptive.  ****Transformational Change****  * + It is important for companies to constantly examine the organization’s underlying strategies. A company must be in touch with the environment around them. This includes knowing cultural trends, understanding the social climate and generally be clued up on technological advances.   + According to a recent MIT study, maturing digital businesses are focused on integrating digital technologies, such as social, mobile, analytics and cloud, in the service of transforming how their businesses work.   + Less-mature digital businesses are focused on solving discrete business problems with individual digital technologies.   + In an increasingly digitally motivated world, more tech based companies are taking risks to the point where it has become a cultural norm.  ****Personnel Change****  * + Personnel change is when a company undergoes mass hiring or layoffs. This necessitates a shift in company culture and processes.   + When a company rapidly expands by hiring en masse, the organization will have to absorb the initial shock of onboarding new employees as it also fits each employee into their new role, where each new role may yet to be defined. This transition, if not managed well, can cause chaos and inefficiency.   + Layoffs can stem from a number of reasons (government regulations, financial restraints) it still greatly affects the remaining employees of the organization. These changes tend to negatively affect employee morale.   + This is something that should be considered. It is important to efficiently and fairly manage how to disperse the workload. Employees who take on more tasks than originally given can be inefficient and even if it is a temporary solution to filling gaps, can also result in a shaky transitioning period.  ****Unplanned Change****  * + Amidst the endless data analysis and planned strategies, an organization can undergo a number of unplanned changes, sometimes even more drastic than planned ones. Changes like these may be introduced in an unplanned manner in response to a change in the demographic composition of an organization- i.e.: Lack of diversity or social equality. These changes are typically internal unplanned changes.   + External factors that include economic uncertainties and changes in government regulations, play a crucial role in compelling organizations to change. Another surprise occurrence could be any kind natural disaster. With instances like these being completely wild and unforeseeable, a company’s response to such an event is a true testament to its resiliency.   + That being said, these changes are often chaotic and expensive and prompt companies to act within limited time. It is because of this that solutions tend to be short term fix to a current problem.  ****Remedial Change****  * + Remedial changes are brought about when responding to a general sense of deficiency or poor company performance. Performance levels tend to drop when suffering from financial distress.   + These remedial changes or corrective actions are thus made with the intention of increasing functionality and reviewing certain strategies that may have previously been considered as profitable, but now, only seem to be detrimental to the organizational structure.   + An example — if the environment a business works in becomes polluted as the result of the activities of that business, this pollution must be cleaned for reasons of safety and welfare. A business would then invest in financing the remedial action or applying for the finances to do so.   + Another example — when a product is deemed redundant, either by the company itself or by public, a recall plan of action must be implemented.   Kotter’s defined 8 step process are as follows:  **1. Establish a sense of urgency**  – Examine market and competitive realities.  – Identify and discuss crises, potential crises or opportunities.  – Create the catalyst for change.  **2. Form a powerful coalition**  – Assemble a group with enough power to lead the change effort.  – Develop strategies for achieving that vision.  **3. Create a Vision**  – Create a vision to help direct the change effort.  – Develop strategies for achieving that vision.  **4. Communicating the Vision**  – Using every channel and vehicle of communication possible to communicate the new vision and strategies.  – The guiding coalition teaching new behaviours and leading by example.  **5. Empowering others to act on the vision**  – Removing obstacles to change.  – Changing systems or structures that seriously undermine the vision.  – Encouraging risk taking and non traditional ideas, activities and actions.  **6. Planning for and creating short term wins**  – Planning for visible performance improvement  Recognising and rewarding employees involved in these improvements.  **7. Consolidating improvements and producing still more change**  – Using increased credibility to change systems, structures and policies that don’t fit the vision.  – Hiring, promoting, and developing employees who can implement the vision.  – Reinvigorating the processes with new projects, themes and change agents.  **8. Institutionalising new approaches**  – Creating the connections between new behaviours and corporate successes. – Developing channels to ensure Leadership development and succession. |  |