

ESSAY WRITING





What is an Essay?

- An essay is generally a short piece of writing outlining the writer's perspective or story. It is often considered synonymous with a story or a paper or an article. Essays can be formal as well as informal. Formal essays are generally academic in nature and tackle serious topics. Informal essays are more personal and often have humorous elements.



Types of Essays:

- ***Narrative Essays***
- ***Descriptive Essays***
- ***Expository Essays***
- ***Persuasive Essays***



Narrative Essays

- This is when the writer is narrating an incident or story through the essay. So these are in the first person. The aim when writing narrative essays is to involve the reader in them as if they were right there when it was happening. So make them as vivid and real as possible. One way to make this possible is to follow the principle of 'show, don't tell'. So you must involve the reader in the story.



Descriptive Essays:

- Here the writer will describe a place, an object, an event or maybe even a memory. But it is not just plainly describing things. The writer must paint a picture through his words. One clever way to do that is to evoke the senses of the reader. Do not only rely on sight but also involve the other senses of smell, touch, sound etc. A descriptive essay when done well will make the reader feel the emotions the writer was feeling at the moment.



Expository Essays:

- In such an essay a writer presents a balanced study of a topic. To write such an essay, the writer must have real and extensive knowledge about the subject. There is no scope for the writer's feelings or emotions in an expository essay. It is completely based on facts, statistics, examples and so on.

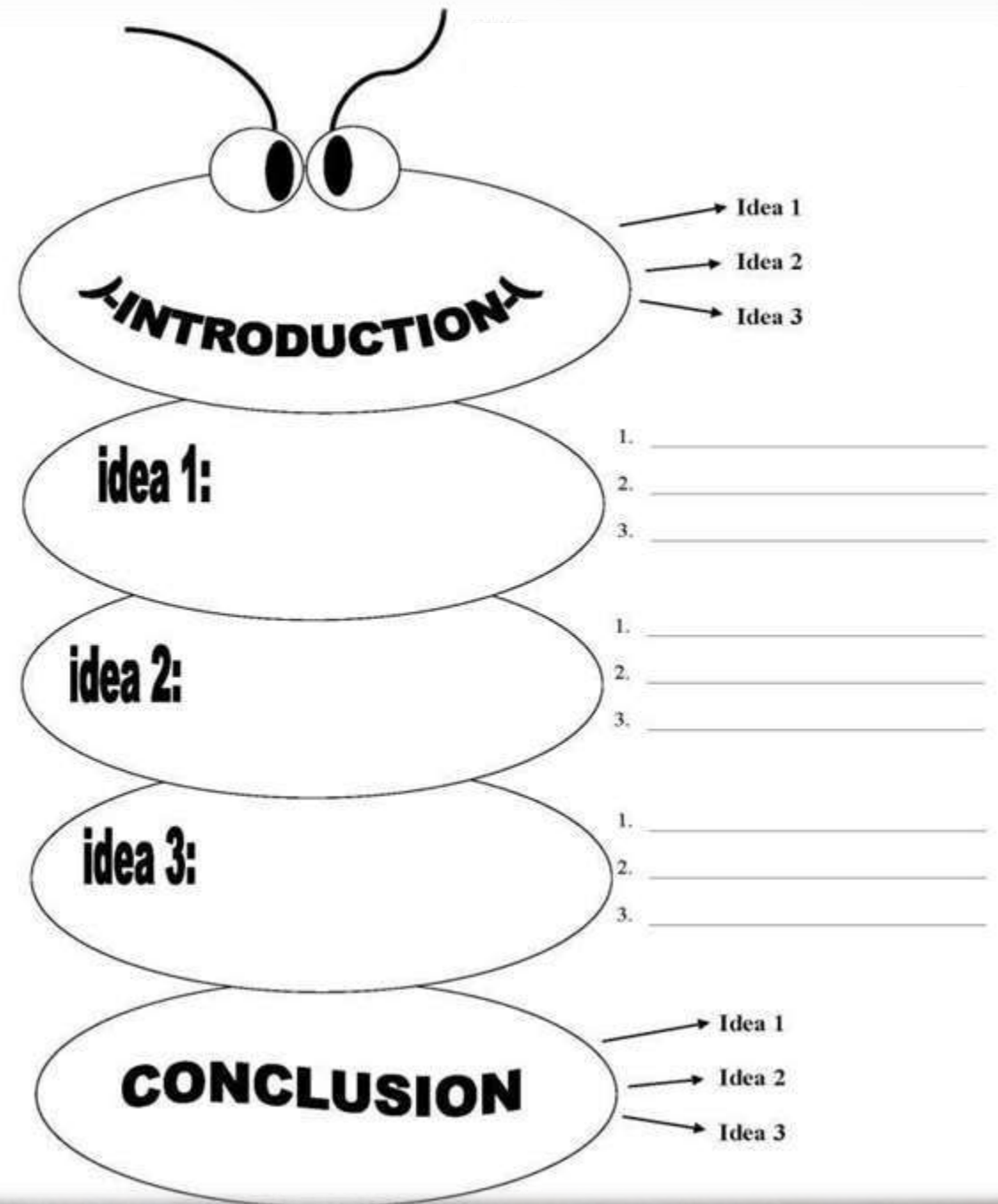


Persuasive Essays:

- Here the purpose of the essay is to get the reader to your side of the argument. A persuasive essay is not just a presentation of facts but an attempt to convince the reader of the writer's point of view. Both sides of the argument have to be presented in these essays. But the ultimate aim is to persuade the readers that the writer's argument carries more weight.

Format of an Essay

- Introduction
- Body
- Conclusion





Introduction

- This is the first paragraph of your essay. This is where the writer introduces his topic for the very first time. You can give a very brief synopsis of your essay in the introductory paragraph.
- Generally, it is not very long, about 4-6 lines.
- There is plenty of scopes to get creative in the introduction of essays. This will ensure that you hook the reader, i.e. draw and keep his attention.
- So to do so you can start with a quote or a proverb.
- Sometimes you can even start with a definition.
- Another interesting strategy to engage with your reader is to start with a question.



Body

- The body of an essay is sandwiched between the introduction and the conclusion. So the most vital and important content of the essay will be here.
- This need not be confined to one paragraph. It can extend to two or more paragraphs according to the content.
- It is important to organize one's thoughts and content.
- Write the information in a systematic flow so that the reader can comprehend. So, for example, you were narrating an incident. The best manner to do this would be to go in a chronological order.



Conclusion

- This is the last paragraph of the essay.
- Sometimes a conclusion will just mirror the introductory paragraph but make sure the words and syntax are different.
- A conclusion is also a great place to sum up a story or an argument.
- You can round up your essay by providing some moral or wrapping up a story.
- Make sure you complete your essays with the conclusion, leave no hanging threads.



THANK YOU...



ORGANISATIONAL BEHAVIOUR

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SYLLABUS

Module -1

Introduction to
Organizational
Behaviour

Module - 4

Stress

Module -2

Perception

Module -3

Motivation

Organisational Behaviour

Introduction

- OB is the study and use of information relating to the behavior of people at work
- OB concentrates on-
- Individual
- The group
- Structure
- Technology
- Environment



Human behavior is complex and highly unpredictable

Understanding human behavior is a great significance for the managers for managing people effectively

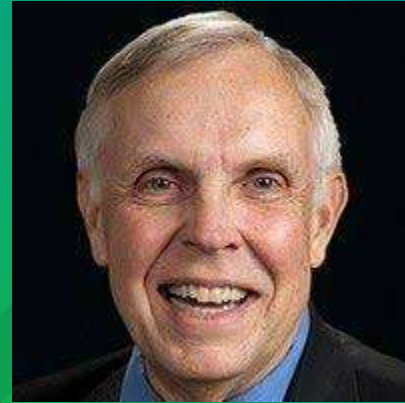
Peoples behavior helps managers to extract maximum results from people's efforts for accomplishing organizational goals in an effective manner

Meaning and Definitions

- ❖ OB is concerned with the study of human behavior at work
- ❖ It is the study and application of knowledge about how people as individuals and as groups behave or act in organizations

DEFINITIONS OF OB

According to Luthans-
“OB is directly concerned
with the understanding,
prediction, and control of
human behaviour in
organizations”



According to Robbins

“OB is a field of study that investigates the impact that individual, groups and structures have on behaviour within the organisation and for the purpose of applying such knowledge towards improving organisational effectiveness”



IN SHORT OB REFERS TO

**STUDY OF HUMAN
BEHAVIOUR**

**STUDY IS ABOUT
HUMAN
BEHAVIOUR IN
ORGANIZATIONS**

**KNOWLEDGE ABOUT
HUMAN BEHAVIOUR
WOULD BE USEFUL IN
IMPROVING AN
ORGANIZATION'S
EFFECTIVENESS**

KEY ELEMENTS OF OB

1. PEOPLE

Organizations are run by people

People consist of Individual and groups

They work in the organizations to satisfy their needs, Egos, and experiences

Work behaviour is influenced not only by his biological inheritance, but also affected by his interactive environment

2. STRUCTURE

- Organizations are social systems
- There are two types of social system
 - -Formal social system
 - -Informal social system
- OB is based on mutual interest

3. Technology

- Technology provides the resources with which people work and also affects the tasks that they perform.
- Technology allows people to do more and better work
- It also restricts people from doing things in various ways

4. Environment

- All organization operate within a given internal and external environment
- No organization exit alone
- Organisation is a part of larger system such as a government, the family, and other organizations

Nature/characteristics of OB

- ❑ A field of study and not a discipline

- ❑ An interdisciplinary approach

- ❑ An applied science

- ❑ A normative science

- ❑ Humanistic and Optimistic approach

- ❑ Total system Approach

- ❑ Oriented towards organizational objectives

SCOPE OF OB

1. **Individuals:**

- personality, perception, attitudes, values, job satisfaction, learning and motivation

3. **Group of individual:**

4. - group dynamics, group conflicts, communication, leadership, power and politics

5. **Organisation/Structure:**

6. Formation of organization structure, culture and change and development

HISTORICAL DEVELOPMENT OF OB

- OB can be linked to the post industrial revolution
- Attempts were made to understand and to explain the human behavior at individual and group levels even prior to industrial revolution
- 18th century these efforts were consolidated and factory management concept was emerged

- Human relations have existed since beginning of time and some concern for workers as human beings has been in existence
- OB is based on the knowledge generated through systematic research
- Behavioral scientist actually tried to chronicle the growth of subject OB in 19th century

Development in behavioral thought can be presented under various stages

1

INDUSTRIAL REVOLUTION

2

SCIENTIFIC MANAGEMENT

3

HUMAN RELATION MOVEMENT

4

HAWTHORNE EXPERIMENTS

1. INDUSTRIAL REVOLUTION(1776)

- Brought about material, discipline, monotony, boredom, job displacement, impersonality, work interdependence and related behavioral phenomena
- Responsible for planting the seed for potential improvement
- In the new industrial environment-



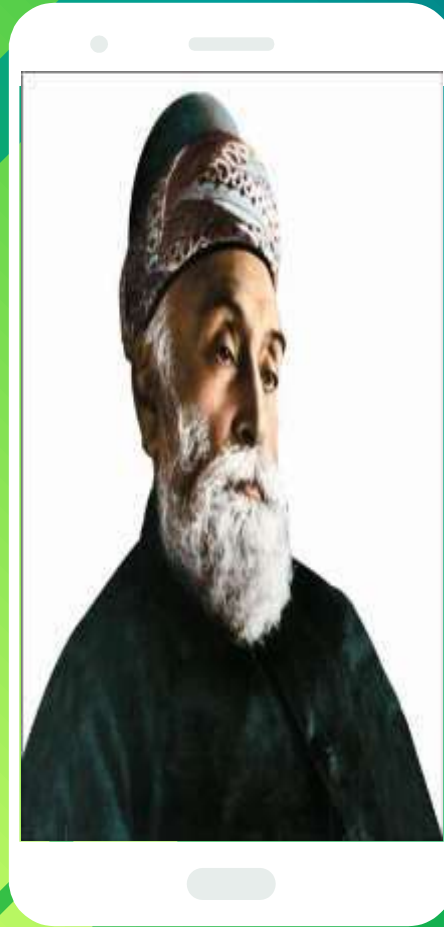
- Robert Owen** a young welsh factory owner about the year 1800
- first to emphasize the human needs of the employees
- he refused employ the young children
- he educated his workers cleanliness and temperance and improved their working conditions
- he is called the “ father of personnel administration”



1835- **Andrew Ure** - Behavioral Scientist published his work

- **“the philosophy of manufacturers”** in which he included the **human factor** as one of the **factors of production**, besides the mechanical and commercial parts.
- Believing in the importance of the human factor, Ure provided workers with **hot tea, medical treatment and sickness payment**
- In India did not remain untouched with human recognition of workers.

- **J.N Tata took a special interest in welfare of his workers**
- **He installed first humidifiers and fire sprinklers in his factory**
- **1886 –he installed a pension fund**
- **1895- began to pay accident compensation to his workers**
- **During this period peoples work was recognized**





2. Scientific Management

- Fredrick W Taylor
- He is known father of Scientific Management
- Converted broad generalization in to practical tools
- 1900s- he was responsible for awakening interest in workers

- **He advocated the selection of right people for right jobs**
- **Training them adequately**
- **Placing them in job for which they were best suited**
- **Remunerating them handsomely**
- **Taylor's goal was technical efficiency but at least management was awakened to the importance of human resources which was neglected**

- ❑ 1911 – Taylor published his major work “principles of scientific management”
- ❑ He laid down Scientific foundation in management thinking
- ❑ Over emphasis on task accomplishment and monetary incentives at the cost of respect for human beings

3. HUMAN RELATION MOVEMENT

- Failure of scientific management gave birth to the human relation movement
- Heavy emphasis on employee cooperation and morale
- People were treated as human beings not as machines
- Listening to their needs and problems
- Involving them in the decision making

- Feelings, sentiments and ambitions were duly recognized
- Three factors has contributed the recognition of human factor in an organization –
 - The Great Depression(1929)
 - The Labour Movement
 - The Hawthorne Studies

Great Depression(1929):

- Stock exchange crash in America – beginning of Great depression

Consequences of great depression:

- Wide spread of unemployment
- Decline of purchasing power
- Collapse of market
- Lowering the standard of living of people



- Positive outcome of the great depression was
 - Management began to realize that production alone could not its major function
 - Marketing, finance, and personnel were also required in order for a business to survive and grow
 - Human relations received increasing significance as an indirect effect of the depression



- **Labour Movement:**

- Human relation got recognition in business
- Production still continued to claim dominating place in business operation
- Human aspect of work such as decent hours of work, fair wages and good working conditions did not last for long

- the continued exploitation of workers made them realize that their protection against exploitation rest in their own hands.
- Such realization led to the formation of **trade unions**
- Management started to accord primary emphasis on employee-relation and wages, work hours and work conditions were assigned secondary place

4.Hawthorne Studies:

- Elton Mayo and followers sought to increase production by humanizing it through behavioral experiments popularly known as “***Hawthorne Experiments or Studies***”

- In November **1924**
- A team of researchers and professors from renowned Harvard Business School of USA
- Began investigating into ***human aspects of work*** and ***working conditions*** at ***Hawthorne Plant*** of ***Western Electric Company Chicago***.

- The company was producing bells and other electric equipments for telephone industry.
- Prominent professor included in the research team were:



**Elton Mayo
(Psychologist)**



**Roethlisberger
(Sociologist)**

**White Head
(Sociologist)**

**William Dickson
(Company Representative)**

HAWTHORNE PLANT



- The team conducted four separate experimental and behavioral studies over a period of seven years

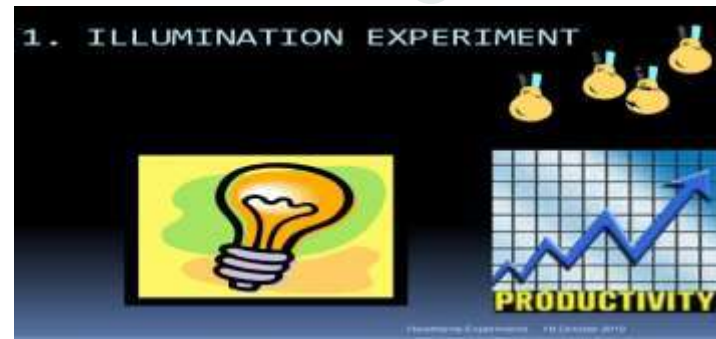
1	Illumination Experiments (1924-27)	To find out the effect of, illumination on workers productivity
2	Relay Assembly Test Room Experiments (1927-28)	To find out the effects of changes in number of working hours and related working conditions on worker productivity
3	Experiments in Interviewing workers (1928-30)	To find out a social system of an organization
4	Back Wiring Room Experiments (1931-32)	To find out a social system of an organization

1. Illumination Experiments

- Experiment began in 1924
- Consisted of series of studies on test groups in which the ***illumination varied but the conditions were held constant***
- The purpose was to examine the ***relation of the quality and quantity of illumination to the efficiency of workers***

- It was found that the **productivity increased** to almost **the same rate** on **both test groups and control groups** selected for the experiments
- **Final experiment** it was discovered that **output decreased with the decreased illumination level i.e., moonlight intensity**
- As the researcher did not find the positive and linear relationship between illumination and efficiency of the workers

- they concluded that the results were screwy in the absence of simple and direct cause and effect relationship
- **Significant fact disclosed by the study was that people behave differently when they are being studied than they might otherwise behave.**



2 Relay assembly test room experiments

- Researchers undertook the next experiment to study the workers **segregated on the basis of a definite range of working condition variables**



- The selected variables included:
work room, temperature and humidity, work schedule, rest breaks and their records of the prediction variables as well as output.
- The amount of time each women took to assemble a telephone relay of parts was the **measure** of study.



- The researchers were surprised to discover that relationship between the **predictor variables** and **industrial efficiency** was simply not found
- But, these experiments of relay assembly test room made researchers to suspect that **employee attitude and sentiments** were critically important variables not previously accounted for.



3. Experiments in interviewing Workers

- 1928 a number of researchers began to go directly to workers
- Started to talk about what was in their opinion, important to them
- Around 20,000 workers were interviewed over a period of two years

- Interviewer had a preconceptions, the interviewers were instructed to listen skillfully to the worker about himself/herself and job.
- With the progress in interviewing the workers, the **researchers discovered that the workers would open up and talk freely** about what was the **most important, and at times problematic** issues in their minds

- The discovery of the informal organization and its relationship to the formal organization was a landmark of experiments in interviewing workers.
- These experiments led to a richer understanding of the social, interpersonal dynamics people at work

3.Back Wiring Room Experiments:

- The researcher did their last experiment on workers in the back wiring room
- Though this experiments the researcher found that the behavioral norms set by the work group had a powerful influence over the productivity of the group

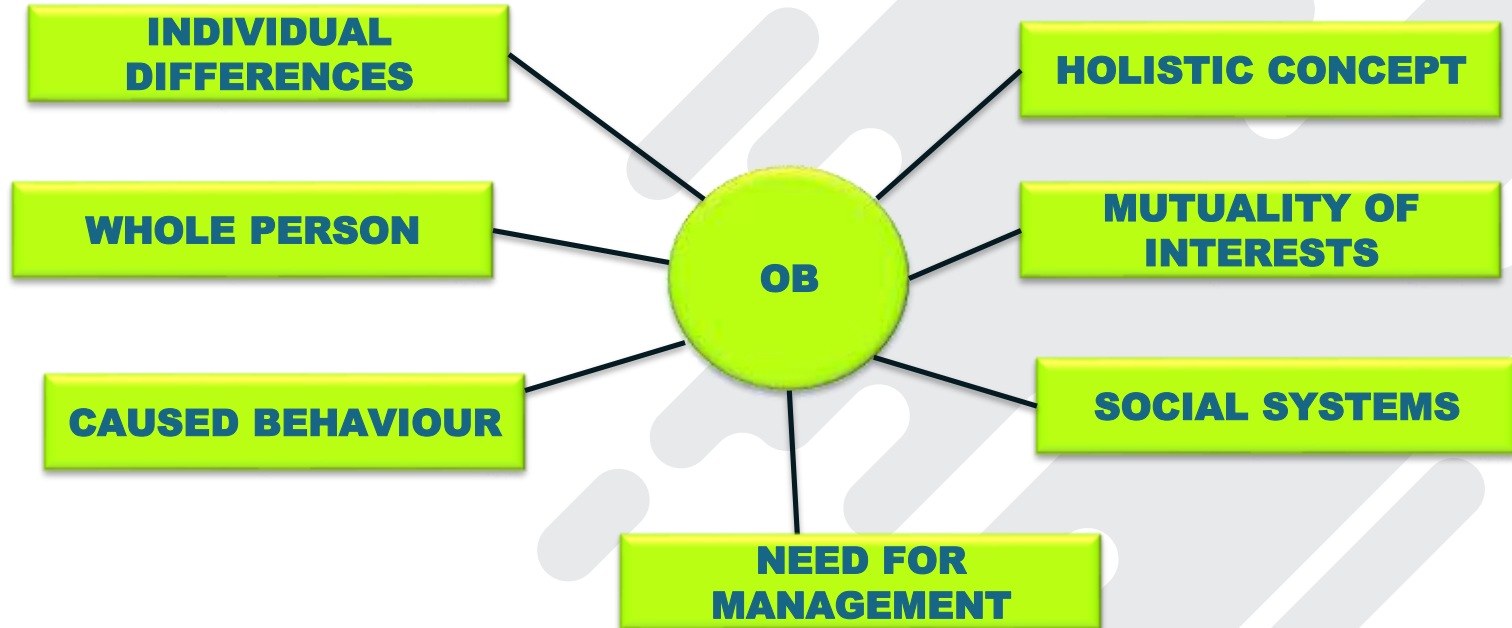
- In sum and substance, **the higher the norms, the greater the productivity** and vice versa.
- The back wiring room experiments confirmed the **effect of the power of the peer group** and **importance of group influence on workers behavior and productivity**

The finest contributions of the Hawthorne Studies:

- ❑ It laid a foundation of understanding people's social and psychological behavior at the work place.**
- ❑ It opened new ways and frontiers to the study of managing people which has been followed by many behavioral scientist since then.**
- ❑ Thus it paved the way for further research in human management**

- ✓ Hawthorne experiments are not free from criticism
- ✓ These experiments have been severely criticized by the Australian and English Researchers as being inadequately controlled and interpreted
- ***Further research on Hawthorne studies stimulated interest in the human factor in organizations***
- ***The study discovered that the informal association to be found in almost every organization profoundly affect the workers efficiency at work***

FUNDAMENTAL CONCEPTS OF OB / FOUNDATIONS OF OB



- **INDIVIDUAL DIFFERENCES**
- **A WHOLE PERSON**
- **CAUSED BEHAVIOR**
- **HUMAN DIGNITY**
- **ORGANIZATIONS ARE SOCIAL SYSTEMS**
- **MUTUALITY OF INTEREST**
- **HOLISTIC CONCEPT**

Relevance and Importance of Organizational Behavior

1. Understanding Human Behavior

Individual
Level

Interpersonal
Level

Group
Level

Inter-group
Level

2. Controlling and Directing Human Behavior

**Use of
Power and
Sanction**

Leadership

Communication

**Organizational
Climate**

The image features a central red oval with a slight gradient and a drop shadow, containing the text '3. Organizational Adaption' in white. The background is white with several thick, rounded green lines of varying lengths and orientations, some overlapping the red oval. The overall style is modern and minimalist.

3. Organizational Adaption

PERSONALITY



PERSONALITY

The study of personality is very essential and helpful in ensuring effective job performance

Personality is an important factor influencing an employees behavior

DEFINITION OF PERSONALITY

The English word 'PERSONALITY' has been derived from the Latin word 'PERSONA' it means 'to speak through'

Originally, the term denoted the mask worn by the actor in the ancient Greek dramas

personality is used in terms of external appearance in a very narrow sense



According to Hilgard, “Personality may be understood as the characteristic patterns of behavior and modes of thinking that determine a person’s adjustment to the environment”



According to Ruch, “ Personality can be described as how he/she understands and views himself/herself and his/her patterns of inner and outer measurable traits”

Personality can be defined as the sum total of ways in which are individuals reacts and interacts with others and environment

An abstract graphic background consisting of several overlapping, rounded rectangular shapes in various shades of green, ranging from light lime to a darker forest green. The shapes are arranged in a somewhat chaotic but rhythmic pattern, creating a sense of movement and depth. The text is centered over this graphic.

Personality is an organized behavior of an individual to react to a given stimulus in a set of manner.

Determinants of Personality

```
graph TD; A[Determinants of Personality] --> B[Biological Factors]; A --> C[Environmental Factors]; A --> D[Situational Factors]; B --> E[Hereditiy]; C --> F[Family]; C --> G[Social and Cultural];
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The diagram is a hierarchical flowchart. At the top is a title box 'Determinants of Personality'. A vertical line descends from the title, then a horizontal line branches out to three boxes: 'Biological Factors', 'Environmental Factors', and 'Situational Factors'. From 'Biological Factors', a vertical line leads to 'Hereditiy'. From 'Environmental Factors', a vertical line leads to another horizontal line that branches to 'Family' and 'Social and Cultural'.

**Biological
Factors**

**Environmental
Factors**

**Situational
Factors**

Hereditiy

Family

**Social and
Cultural**

Biological Factors

Heredity

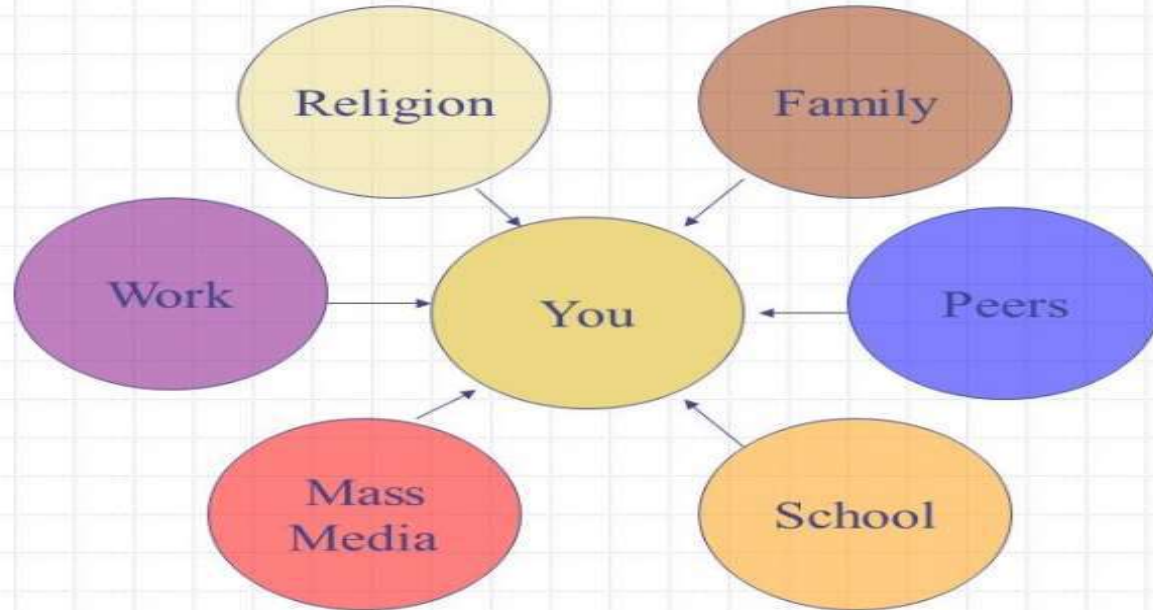
Inherited Traits

- Eye color
- Skin color
- Hair color
- Curly or straight hair
- Dimples
- Freckles
- Height



Environmental Factors

Agents of socialization



Situational Factors



designed by freepik

PERSONALITY TRAITS

A trait is any distinguishable, relatively enduring way in which one individual differs from another.

Behavioral scientists have attempted to identify the personality traits,

The 16 traits reported by Cattell are generally accepted ones.

Sixteen primary traits of personality

Reserved vs outgoing

Less intelligent vs more intelligent

Affected by feelings vs emotionally stable

The background of the slide is white with several thick, diagonal, light green brushstrokes that create a sense of movement and energy. The strokes vary in length and thickness, some overlapping each other.

Submissive vs dominant

● Serious vs Happy-go-lucky

Expedient vs conscientious

Timid vs venturesome



Tough minded vs sensitive

Trusting vs suspicious

Practical vs imaginative

The background of the slide is composed of several thick, overlapping, diagonal brushstrokes in various shades of green, ranging from a light lime green to a vibrant forest green. These strokes are scattered across the white background, creating a dynamic and textured effect.

Forthright vs shrewd
Self-assured vs Apprehensive
Conservative vs experimenting
Group Dependent vs self-sufficient
Uncontrolled vs controlled
Relaxed vs tense

Based on these groups, following are the main types of personalities

1. Introvert and extrovert personalities

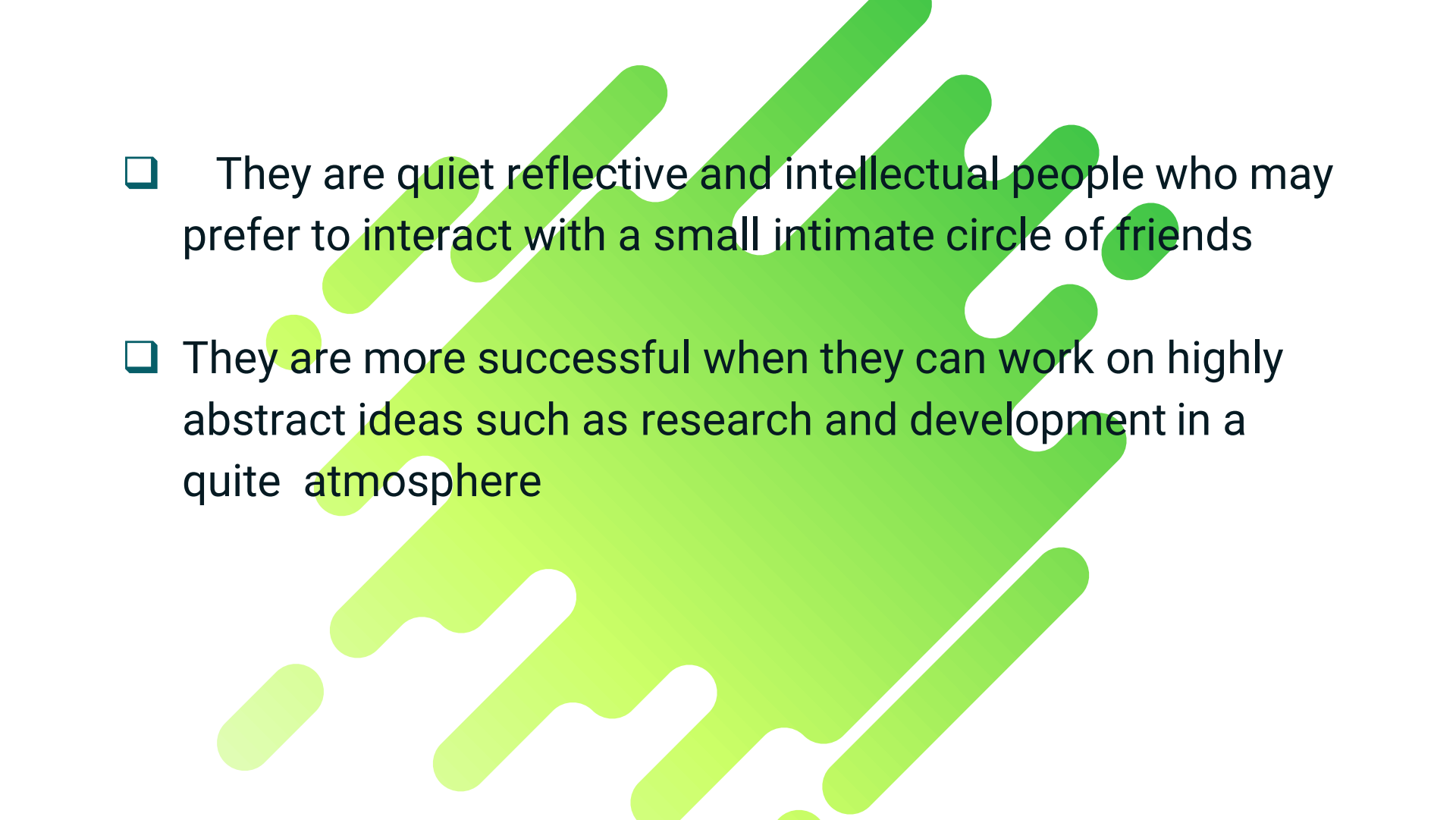
2. Type A and Type B personalities

3. Judging and Perceptive personalities

1. INTROVERT PERSONALITY

- ❑ Persons with introvert orientation are primarily oriented to the subjective world
- ❑ People look inward and experience and process their thoughts and ideas within themselves.
- ❑ Avoid social contacts and interaction with other group mates, withdrawn, quiet, and enjoy solitude.



- 
- An abstract graphic background consisting of several overlapping, irregular, rounded rectangular shapes in various shades of green, ranging from light lime to a darker forest green. The shapes are scattered across the page, creating a layered, organic effect.
- ❑ They are quiet reflective and intellectual people who may prefer to interact with a small intimate circle of friends
 - ❑ They are more successful when they can work on highly abstract ideas such as research and development in a quite atmosphere

2. EXTROVERT PERSONALITY

- ❑ They are friendly, sociable, lively, gregarious, aggressive, and expressing their feelings and ideas openly
- ❑ They are more suitable and successful for the position that require considerable interaction with others.
- ❑ Sales activities, publicity departments, personal relations unit ect are the examples of activities suitable for extroverts

Differences between Introverts and Extroverts

Introverts

Extroverts

Like quiet for place of work concentration

Like variety and action

Trend to be careful with details, dislike sweeping statements

Are often good at greeting people

Like to think a lot before they act, sometimes without acting

Often act quickly, sometimes without thinking

Work contently alone

Like to have people around

Have some problems in communicating

Usually communicate freely

Trend not to mind working on one project for a long time uninterruptedly

are often impatient with long slow jobs

Dislike telephone intrusions and interruptions

Often do not mind interruption of answering the telephone

3.Type A Personality

- **Characterized by hard working, highly achievement oriented, impatient, have sense of urgency, aggressive and competitive drive etc.**
- **People tend to be very protective and work very hard.**
- **They are workaholic.**
- **Impatient and aggressive such people are more prone to heart attack**

4. Type B Personalities

- Easy going
- Sociable
- Free from urgency of time
- Laid back and non-competitive
- People do better on task involving, judgments, accuracy, rather than speed and team work

5. Judging personalities

- Like to follow a plan
- Make decisions
- Need only that what is essential for their work

6. Perceptive Personalities

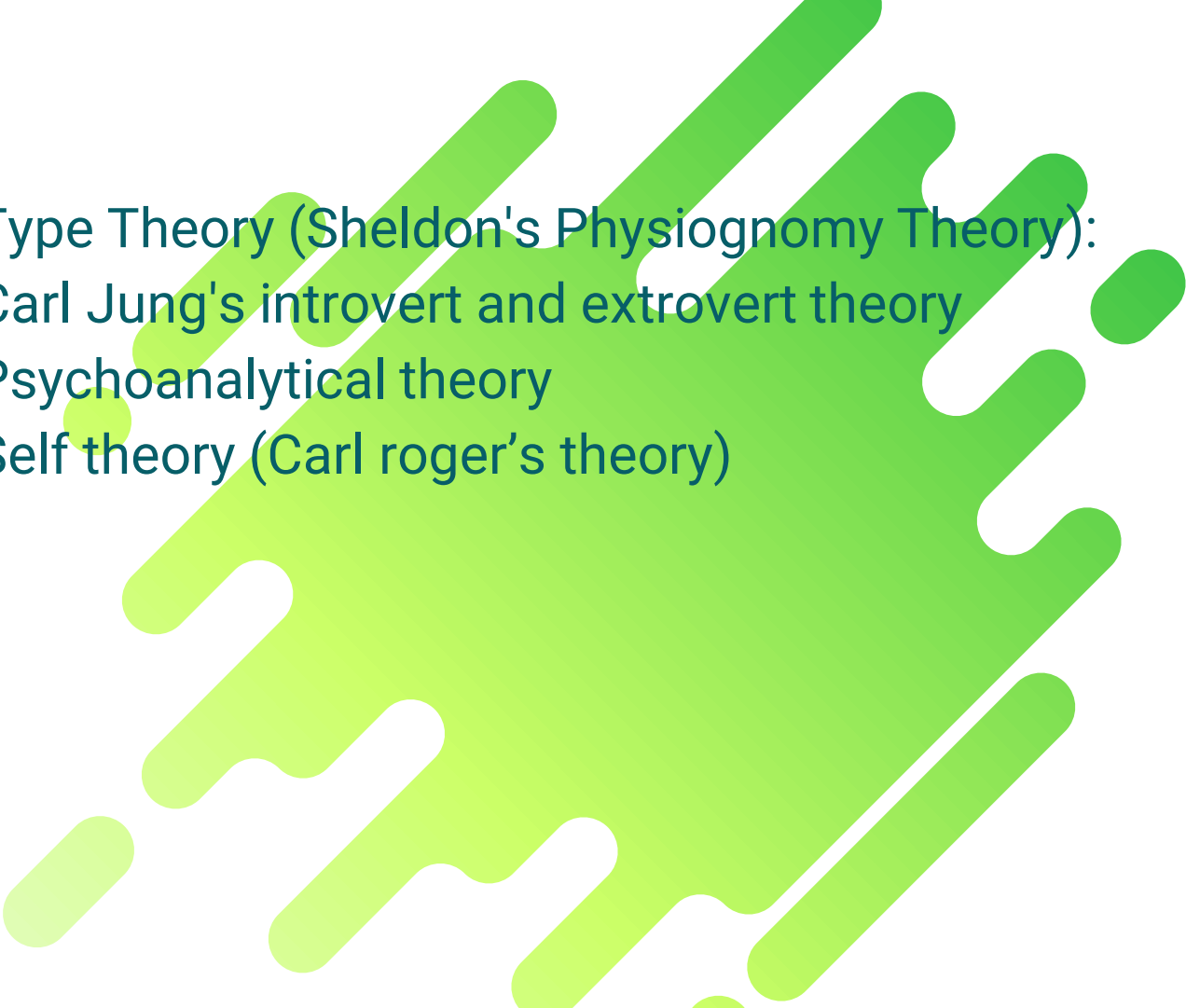
- **People who adapt well to change**
- **Want to know all about a job and times may get overcommitted.**

Judging type Vs. Perceptive type

Judging Personalities	Perceptive Personalities
Work best when they can plan work and follow the plan	Adapt well to changing situations
Like to get things settled	Do not mind leaving things open for alterations
may decide things too quickly	May have trouble in making decisions
May not notice new things that need to be done	May start too many projects and have difficulty in finishing them
Want only essential things needed to begin in their work	Want to know all about their work
Tend to be satisfied once they reach a judgment on a thing or situation or a person	Tend to be curious and welcome new information on a thing or situation or a person

The image features a central text area with a white background, surrounded by a vibrant green abstract graphic. This graphic consists of numerous overlapping, diagonal brushstrokes of varying lengths and thicknesses, creating a sense of movement and depth. The strokes are layered, with some appearing in front of others, and they radiate outwards from the center. The overall effect is a dynamic, energetic composition that frames the text.

THEORIES OF PERSONALITY

- 
- An abstract graphic composed of several overlapping, rounded rectangular shapes in various shades of green, ranging from light lime to a darker forest green. The shapes are arranged in a dynamic, somewhat chaotic pattern, with some appearing as solid blocks and others as cutouts or overlapping layers, creating a sense of depth and movement. The overall effect is a modern, organic-looking design element.
1. Type Theory (Sheldon's Physiognomy Theory):
 2. Carl Jung's introvert and extrovert theory
 3. Psychoanalytical theory
 4. Self theory (Carl roger's theory)

1. Type Theory (Sheldon's Physiognomy Theory):

- According to type theories, people are grouped into identifiable categories. One basis for classifying personalities is the structure of the body.

Kretschmer and Sheldon are credited with this classification. Another basis for classifying personalities is psychological factor

(a) In case of body build basis personalities were classified by establishing relationship between one's body build or features and personality.

Accordingly, persons having a short or plumb body (**endomorph**) who said to be sociable, relaxed, and even tempered, a tall and thin person (**ectomorph**) was characterized as restrained, self conscious and fond solitude, and a heavy set muscular individual (**mesomorph**) was described as noisy, callous and fond of physical activity.

Although a person's physique may have some influence on personality, the relationship is much more subtle than sort of classification implies.

(b) Personality types on the basis of psychological factors are based on the assumption that personality is the totality of a person's interacting subsystems. Personalities are accordingly classified as **introverts and extroverts**. These terms are normally associated with an individual's sociability and interpersonal orientation. Extroverts are gregarious, sociable, friendly, aggressive etc. On the contrary, introverts are shy, quiet and retiring.



In a more technical sense, introverts are characterized by a greater sensitivity and concern for feelings and are more comfortable dealing with abstract things,

Extroverts are more oriented towards other people, events and objects. No doubt typing personalities into introverts and extroverts looks simple and interesting but it does not serve much of its purpose in understanding personalities in more and detail depth.

Psychoanalytic Theory: (Intra-psychic theory of Sigmund Freud):

- Psychoanalytical theory works on the **basis that human beings are motivated more by unseen forces** than their **conscious and rational thoughts**.
- Although **Sigmund Freud** is the man most closely associated with the **psychological theory**, many other such as **Carl Jung, Alfred Adler** etc have also made additional contributions.

- It was Freud's experience in his **clinical practices** of his **patients behavior** which could **not always be consciously** explained that led him to develop the psychoanalytic theory.
- This observation among patients led Freud to conclude that the **major motivating force in man was in his unconscious framework.**
- This unconscious framework comprises of **three interrelated though conflicting stages. The id, ego and super ego.** All three stages are inter related and have to be artificially separated for **individual study and analysis**

The brief description of these three elements of. id, ego and super ego is follows:

1.The Id:

The id is innate and the source of psychic energy seeks **immediate gratification for biological or instinctual needs**, It is like **raw** and thus, **remains basic to the individual throughout life.**

- ❑ The id follows the basic principles of all human life i.e. the **immediate discharge of psychic energy (libido)** produced by animal drives such as **sex and aggression** which if pent up, **causes tension** in the personality system.
- ❑ The id, by immediately reducing tension, thus obeys the **pleasure principle**. As **id knows and obeys no laws and rules**, it may result in, as Freud himself felt, **danger for the person concern and for the society as well**.

2.The Ego :

- The ego is the **conscious and logical part** of the human personality and works on the **principles of reality**.
- Ego represents the **conscious aspect** and by using **intellectual reasoning** of the reality, **keeps the id in check**.
- Of course, **at times conflicting situations may arise** when the **id demands immediate gratification**, while **ego mediates and dictates postponement** of a more appropriate time and place. For this, the **ego gets support from the super ego**

3. Super Ego :

- The super ego represents the **norms (values)** and puts an **ethical constraints** on the behavior, just like **one's conscience**. The **role of super ego** is to **provide norms to ego** in order to **determine what is wrong or right**.
- But very often the individual **may not be aware of the working of the super ego** and by **observing and taking in the cultural values and norms of the society**, the conscience is developed.

- ❑ In total, it can be **concluded that the id seeks pleasure, the ego verifies reality and the super ego strive for perfection**
- ❑ Freud's psychoanalytic theory is **hypothetical based on theoretical conception.**
- ❑ However, it does not provide any **measure for its scientific verification and validity.**
- ❑ That is why this theory is not found very relevant and appropriate in predicting human behavior. **Nonetheless, it provides the idea of unconscious motivation which adds to the understanding of human behavior in a better manner.**

Self Theory (Carl Rogers Theory):

The psychoanalytic and trait theories are more or less traditional approaches to explaining the complex human personality. Carl Roger's is credited with self theory of personality.

This theory is also described as **phenomenological** which studies individual's subjective experience, feelings and his concepts of world and self.

This theory emphasizes on the totality and inter-relatedness of all behavior.

This theory considers the organization as a whole to a greater extent than any of the other theories.

Roger's self theory is composed of perceptions of **the I' or 'me'**. **The following four factors are included in self theory.**

1. Self-image

By nature every person has certain beliefs about what or who he/she is.

In other words, self image is ones image of oneself .
This is how one sees oneself

(ii) Ideal-self:

The ideal-self denotes the way one would like to be.

The ideal-self differs from self-image in the fact that the self-image indicates the reality of person as perceived by him, while **ideal-self indicates the ideal position** as perceived by him.

Thus there may be a gap between these two characteristics. The ideal self stands more **important to motivate individual to behave in a particular manner**

ii) Looking Glass-self:

The looking glass-self is the perception of a person about how others are perceiving his qualities and characteristics.

This is the perception of others' perception that is, the way one thinks people perceive about him not the way people actually see him. This indicates that one's belief about self is a reflection of others' perception about the person.

(iv) Real-self:

The real-self is **what one really is**. The first three aspects of self-concepts relate to an individual's perception about himself/herself. They may be the same or differ from the real-self.

People perceive the same situation differently depending upon their conception of the situation. This, in turn, influences them to behave differently. Thus, in any attempt of analyzing and understanding organizational behavior, the self-concept plays a significant role in acting or behaving in a particular manner.

Carl Jung's Introvert and Extrovert theory

Understanding Introversions, Extroversions, and the Eight Orientations:

Carl Jung created eight distinct personality types. These orientations are the pairing of two attitudes: introversions and extroversions, and four functions.



- In 1907, Carl Jung met Sigmund Freud in Vienna. Jung had been interested in Freud's ideas regarding the interpretation of dreams.
- Likewise, Freud took an interest to Jung's *word association* task that he used to understand the unconscious processes of patients.
- In fact, Freud invited Jung along for his now-famous appearance at the Clark conference in 1909, Freud's first trip to America.

- After some argument over the validity of psychoanalysis, Jung and Freud went their separate ways, and Jung went on to develop the analytical psychology, which differentiated the personal unconscious from the collective unconscious, which reflects the shared unconscious thoughts among humans.
- Another notable contribution to psychology involves Jung's personality theory, which was particularly notable due to its definitions of introversion and extroversion

Jung's Introversion and Extroversion Attitudes

- Jung began his explanation of personality by stating four functions first. When mixed with one of two attitudes, these functions formed eight personality types.
- The four functions included **feeling, thinking, sensation, and intuition.**
- Feeling is the person's ability to understand objects. Thinking allows a human to understand objects.
- Sensation is when a human knows something exists.
- Intuition is knowing something exists but not knowing where they learned that.

Jungs eight personality types include:

Extroverted Thinking

Humans are able to see the world through complex and solid ideas but these complex ones often handed down or moved on by others. These people often work in maths and science fields.

Introverted Thinking

Humans see how the world works in a subjective and creative way. This analysis is based off of internal knowledge. These people often work in science field as well.

Extroverted Feeling

Humans base their judgments on factual, known information. They form their assessments on social values and beliefs. These people often work in business fields and politics.

Introverted Feeling

Humans base their feelings on emotional feelings and beliefs. These people often work in the art field.

Extroverted Sensing

Humans look at the world and interpret reality. They see what is going on and go with it. They are not influenced by other opinions. These people often work as taste testers or proof readers.

Introverted Sensing

Humans look for a hidden message or meaning to something. They do not just look at something and see it being there without a reason. These meanings are based on internal reflection. These people often work in the art field as well.

Extroverted Intuitive

Humans base their meanings of things on facts rather than feelings. They avoid their senses. These type of people are usually inventors.

Introverted Intuitive

Humans are usually based on their inner desires. They find warmth through subjective ideas. These people usually work as artists or religious figures.

- After close examination, Carl Jung stated that people did not just experience one of these traits. Instead, every human on the planet exhibits four of these characteristics.
- It is shown through a ranking order with top one being the one the person shows the most and the bottom one being the one the person shows the least.
- Usually a person chooses two to be the inferior. Jung describes these four personality types as a compass.
- There are four points that a person uses to guide themselves. Only a person that has reached self-realization has completely developed all four traits.

- Through Jung's work, he noticed everyone has a psychological type but it was not easy to find or understand. His theory pushed people to find their true inner selves but many were not able to understand or follow him in his complex research. That was one of the major flaws. Some believed his theories went too deep.
- Jung created this theory seeking to find one's real being. His goal was for one to truly define themselves and reach what they were meant to do. Individualism was the utmost important aspect of life according to Jung.

ISTJ Doing what should be done	ISFJ A high sense of duty	INFJ An inspiration to others	INTJ Everything has room for improvement
ISTP Ready to try anything once	ISFP Sees much but shares little	INFP Performing noble service to aid society	INTP A love of problem solving
ESTP The ultimate realists	ESFP You only go around once in life	ENFP Giving life an extra squeeze	ENTP One exciting challenge after another
ESTJ Life's administrators	ESFJ Hosts and hostesses of the world	ENFJ Smooth talking persuader	ENTJ Life's natural leaders



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Personality influencing Organizational Behavior

Locus of control

Internal locus of control

External locus of control

Machiavellianism

Niccolo Machiavelli

- **Self- Esteem**

Feeling of like and dislike of one-self

Low self esteem

High self esteem

- **Self monitoring - individuals ability to adjust his/her behavoiur to external factors**

- **Risk taking**

- **Type A personality**

**STRATEGIC MANAGEMENT
AND
ORGANISATIONAL BEHAVIOUR**

Introduction

- The concept of Strategy has been borrowed from the military and adopted for use in business
- The study and development of concepts in Strategic Management is hardly about five decades old
- Strategy is an aid to the top management to deal with the problems and complex situations

Concept and Meaning of Strategy

- The word “**Strategy**” came from the **Greek** word “**Strategos**” which means ‘**a General**’
‘the art of the General’
- The ancient Greece, the term strategos was used in military Science and implied the art and science of directing military forces to win a battle.
- It refers to the deployment of troops into position before the enemy is actually engaged

Meaning of Strategy

- Strategy is the overall plan of a firm deploying its resources to establish a favorable position and compete successfully against its rivals.
- In business, strategy is more about understanding the competition and preparing a plan to match/surpass the potential of the rivals.

Definitions:


- In the words of **Alfred Chandler**, strategy is “the determination of the basic long term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals”
- According to **Kenichi Ohame**, “Strategy is the way in which a corporate endeavors to differentiate itself positively from its competitors, using its relative strengths to better satisfy customer needs”

- In short, a strategy is a long term plan of action designed to achieve a particular goal
- Strategy is a long range blueprint of an organization's desired, image, direction and destination, i.e., what it wants to be, what it wants to do and where it wants to go.

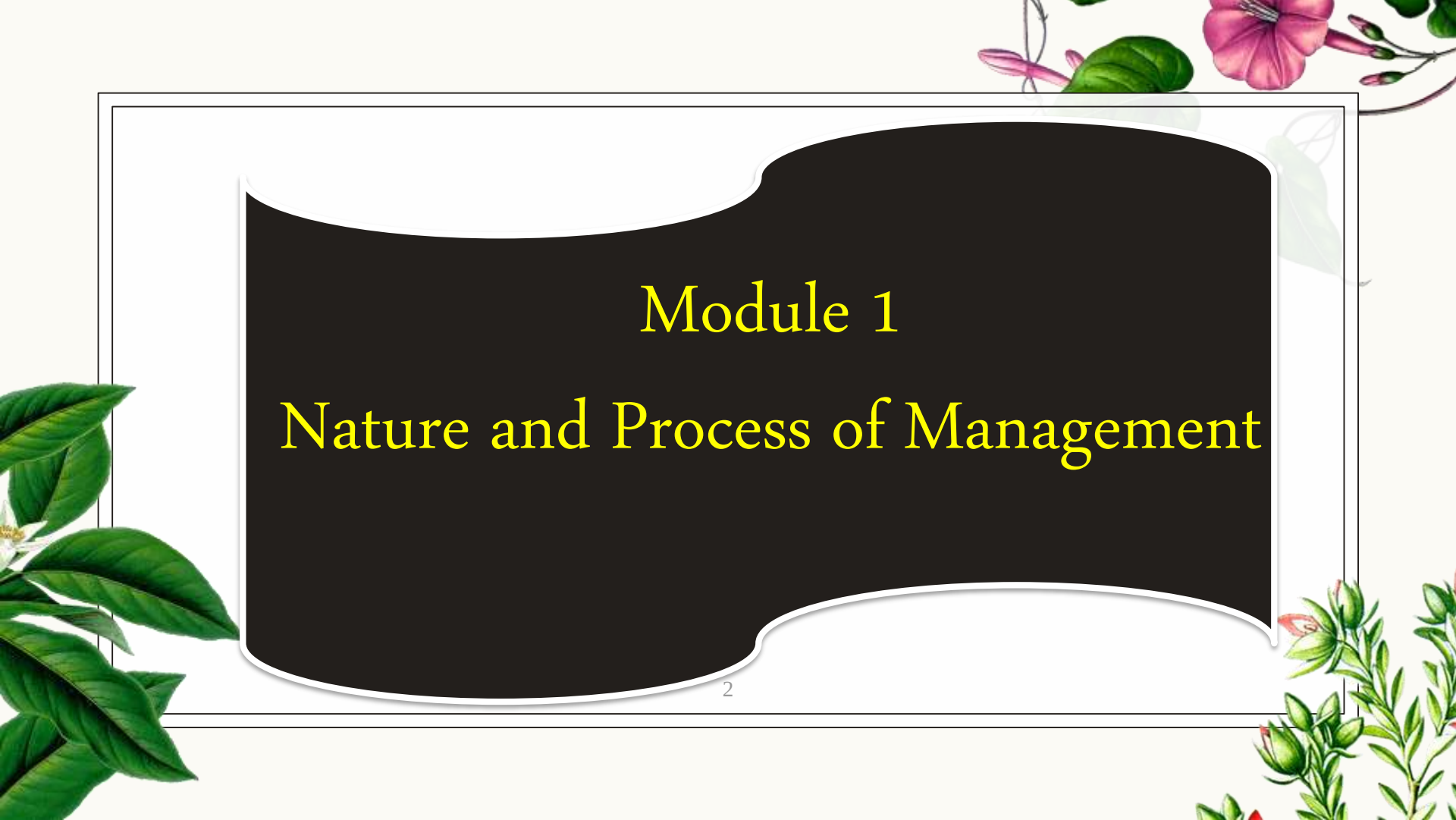
Features of Strategy

- About winning
- Long term growth
- Action oriented
- Implementation
- Means to an end
- Futuristic
- Limited life
- Product of top management
- Dynamic and flexible program of action
- Creative process
- Resource mobilization
- Competitive advantage
- Unified direction
- Framework
- External environment
- Operations
- System and norms

Nature of strategy



***PRINCIPLES
OF
MANAGEMENT***



Module 1

Nature and Process of Management





Henry Fayol

Principles of Management

**According to Henry Fayol,
“ To manage is to forecast
and plan, to organize, to
command, to coordinate
and to control”.**



**NATURE OR FEATURES
OF MANAGEMENT**



1. Universal phenomenon


2. Distinct process

3. Social process

4. Management is what management does

5. Organized or group activity

6. Management of people





7. Getting things done through people

8. Multi-disciplinary

9. Goal-oriented

10. Dynamic

11. Good leadership

12. Management at different levels



Management

Art

VS

SCIENCE

**Management
Process**

**MEANING OF
MANAGEMENT PROCESS**

Management is the process. That is management is the sum total of various activities or functions concerned with the working of an organization

Management – A Science

A science is a systematized body of knowledge pertaining to a particular field of learning.



Management – An Art

Art is the way of doing specific things.



Management – A Profession

As an occupation and a career, a profession is an activity which necessitates the acquisition of the requisite knowledge and skill and the possession of the right mental attitude by the men engaged in that activity.

Difference between Administration and Management

Administration

1. Higher level activity
2. Thinking process
3. Largely determinative
4. Formulation of overall plans & board policies of the enterprise
5. Sets the objectives of the enterprise
6. Makes overall decisions
7. Devises the structure of the organization
8. Not concerned with human efforts
9. Covers planning & organizing functions
10. Seeks the report on the working of firm

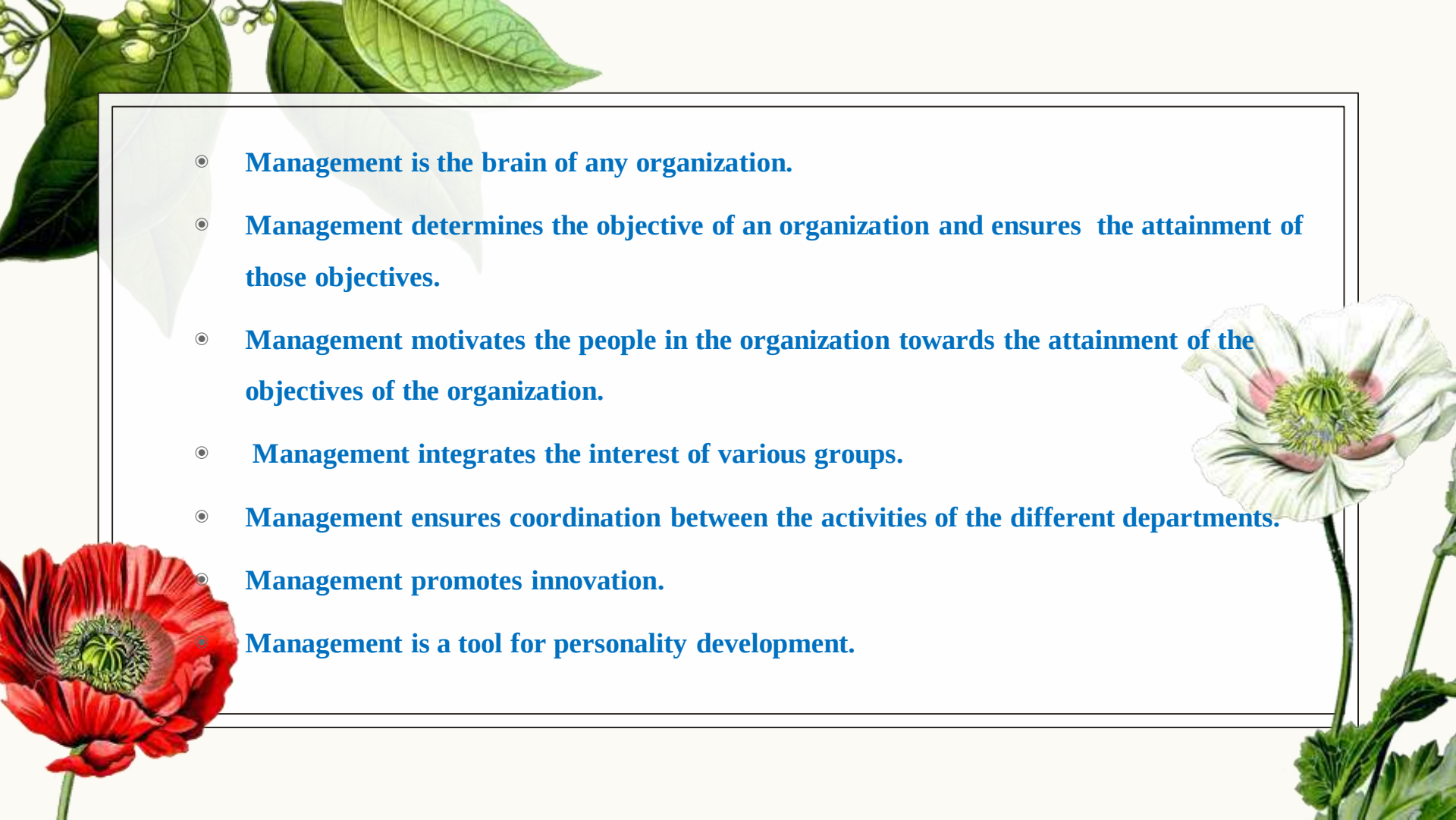
Management


1. Lower level activity
2. Doing process
3. Largely executive
4. Execution of overall plans & board policies of the enterprise
5. Attains the objectives of the enterprise
6. Makes routine decisions
7. Uses the structure of the organization
8. Directly concerned with human efforts
9. Directing, motivating & communicating
10. Provides the report on the working of firm

Significance of Management

- **Management is essential not only for business undertakings but also for non-business undertakings.**
- **Every business needs stimulus which can be provided by management.**
- **Management is a critical or key factor in the economic and social development of a country.**
- **The challenge of changes can be met only by management.**
- **Management decides the pattern of authority responsibility relationships**
- **There are seven M's in business , viz., men, materials, money, machines, methods, markets and management. Management stands at the top of all these M's.**

Management provides stability in the society by changing and modifying the resources in accordance with the changing environment of the society

- 
- **Management is the brain of any organization.**
 - **Management determines the objective of an organization and ensures the attainment of those objectives.**
 - **Management motivates the people in the organization towards the attainment of the objectives of the organization.**
 - **Management integrates the interest of various groups.**
 - **Management ensures coordination between the activities of the different departments.**
 - **Management promotes innovation.**
 - **Management is a tool for personality development.**



Management is concerned with getting things done through the efforts of others. For this reason management has to undertake a number of activities in a systematic manner. These activities of management are called management functions.







Organising

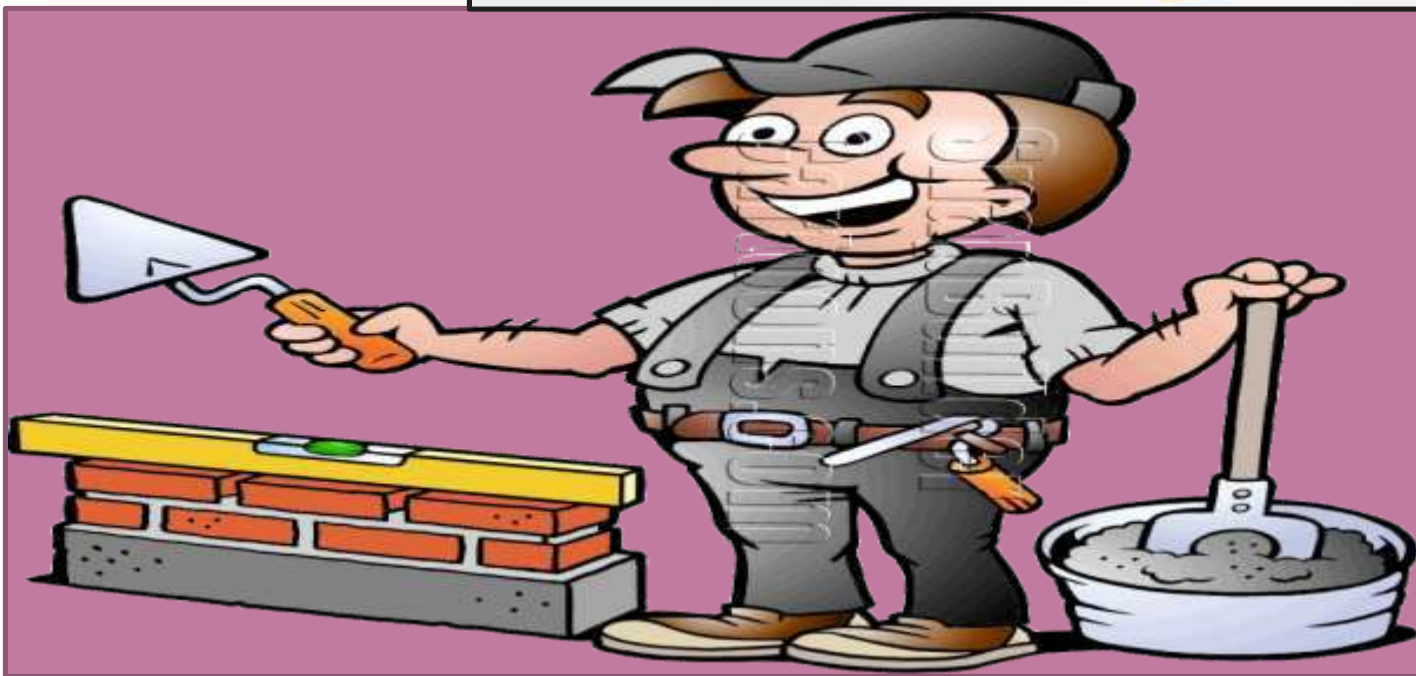


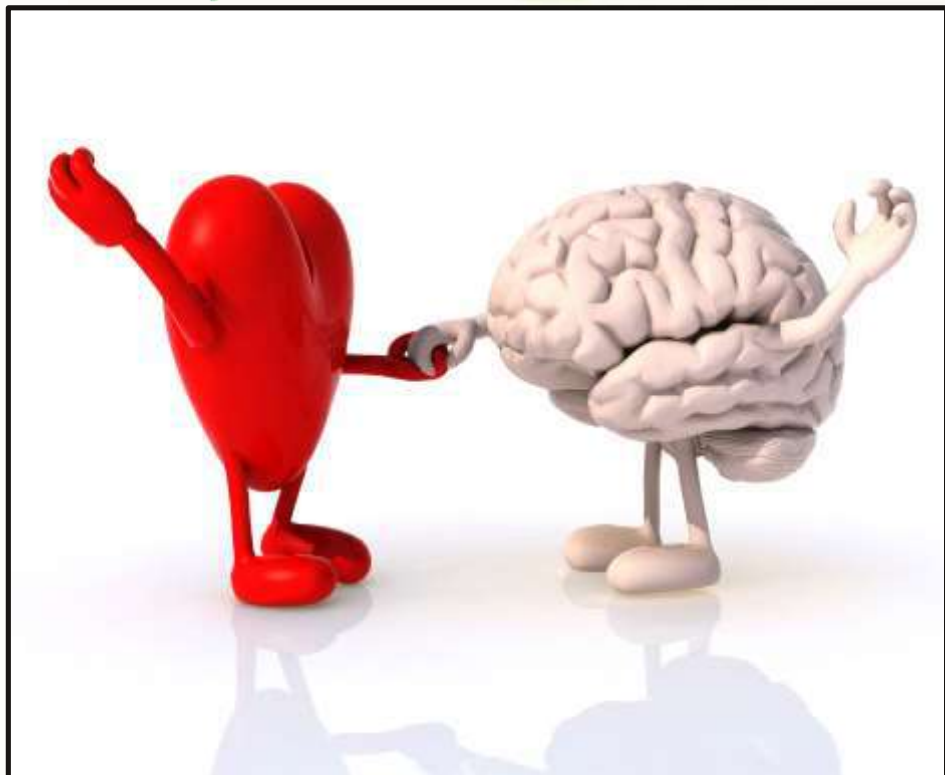
staffing

staff job

teamwork
successful
employment
interview
search
executive
service
resources
department
leadership
headhunter
career
company
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human
communication
recruiting
colleague
internet
presentation
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businessman
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learning
person
meeting
skilled
worker









Controlling



Managerial skills

*Human or
Psychological
skill*



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*Technical
skill*



*Conceptual
skill*

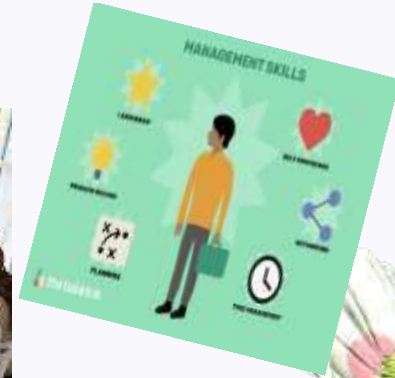


*Diagnostic
skill*



Additional Managerial skills

- ✦ Design skill
- ✦ Analytical skill
- ✦ Decision making skill
- ✦ Digital skill
- ✦ Interpersonal skill
- ✦ Planning and Administration skill
- ✦ Teamwork skill
- ✦ Strategic action skill
- ✦ Global awareness skill
- ✦ Self – Management skill



Role of Managers

Meaning of Manager

Manager is the person who gets things done through others by performing the functions of management. In short, the primary work of a manager is the management of people.





Role or Functions of a Manager

Planning the work of the organization

Decision-making

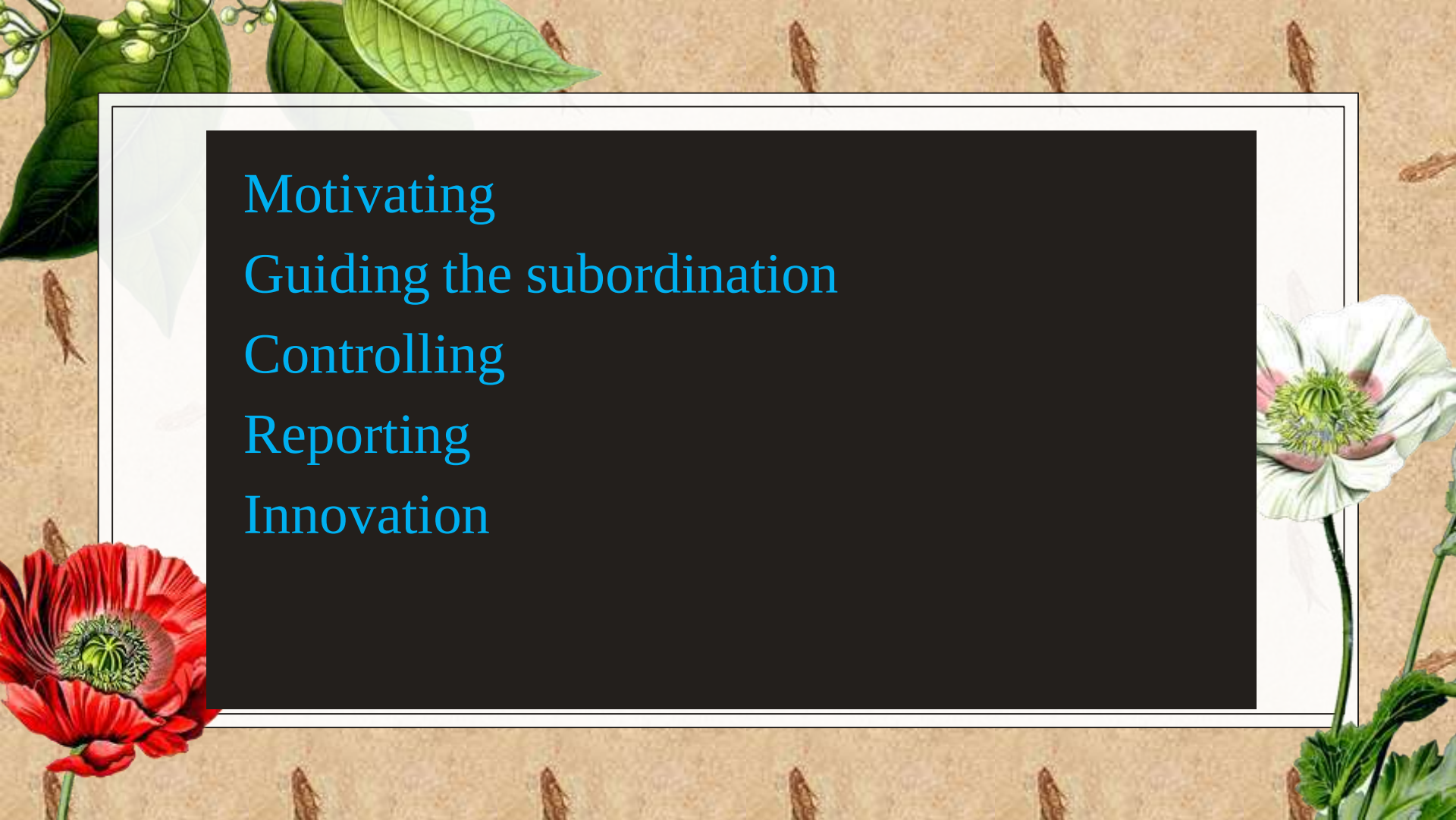
Organizing

Solving the problems

Co-ordination

Getting the cooperation

Communication



Motivating
Guiding the subordination
Controlling
Reporting
Innovation

The image features a central white rectangular box with a thin black border. Inside the box, the words "Thank you" are written in a dark blue, elegant cursive script. The text is surrounded by several semi-transparent, watercolor-style hearts in various colors including pink, purple, yellow, and orange. The background of the entire image is a bright orange color, framed by a lush border of various green leaves and colorful flowers, including a large yellow hibiscus on the left, a pink flower at the top left, and a lemon branch with a white flower on the right.

Thank
you

123RF



123RF





Cost and Management Accounting -III

SYLLABUS

Unit 1: Job and Batch costing

Unit 2: Contract costing

Unit 3: Process costing

Unit 4: Joint products and By products

Unit 5: Operating costing



UNIT 1

JOB AND BATCH COSTING



Definition and Meaning of Job Costing

The Chartered Institute of Management Accountant (CIMA), London defines Job costing as “ that form of specific order costing which applies where work is undertaken according to customer’s specifications. As distinct from contract costing, each job is of comparatively short duration.”

Construction



Printing



Interior

Features/Nature of Job costing

- Production against customer's order
- Special treatment
- No uniformity in the flow of production
- Cost unit
- Identification of job
- Ascertainment of cost
- Difference in work-in-progress
- Preparation of separate cost sheet

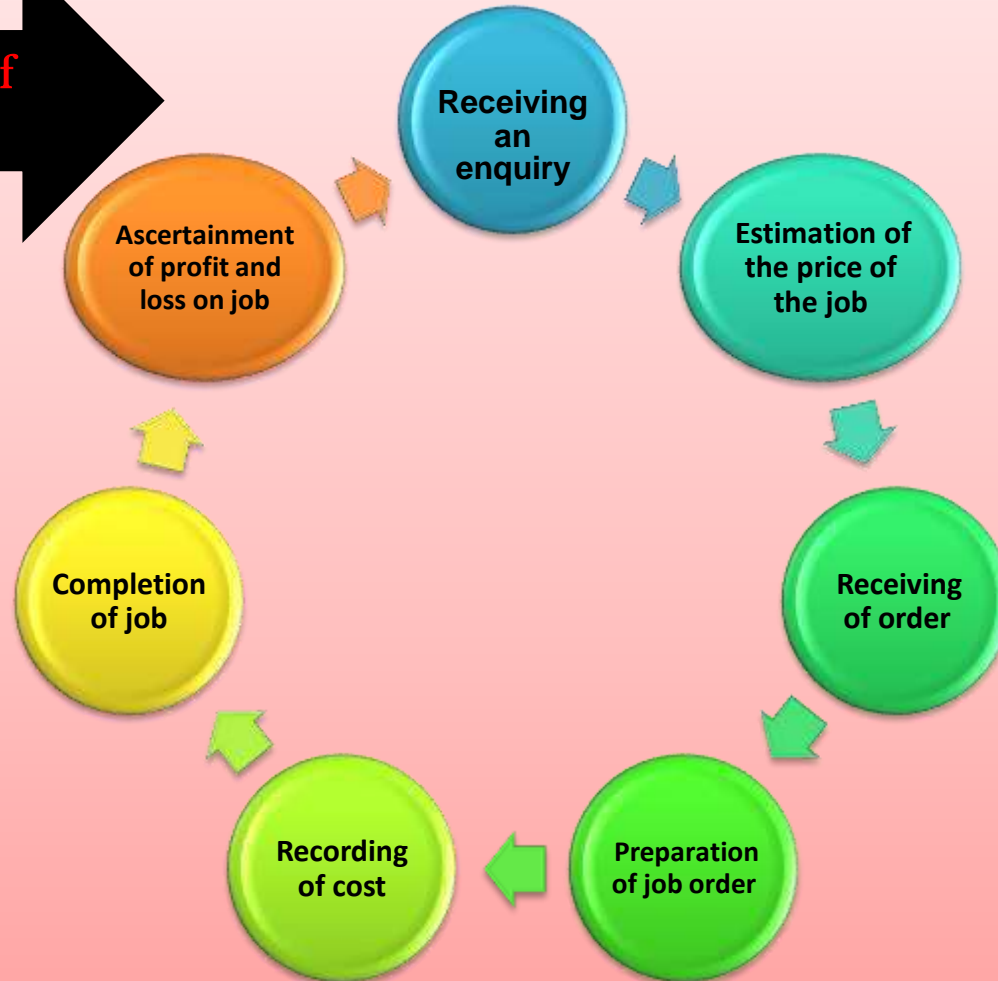




Purpose/Objectives of job costing

- Ascertainment of cost
- Determination of profitable & unprofitable jobs
- Basis for estimation
- Controlling costs
- Assessing correctness of estimation

Procedure of Job costing



Advantages of Job costing

- Detailed analysis of cost
- Determining profitable and unprofitable jobs
- Basis for estimation
- Preparing budgets
- Reducing spoilage and defectives
- Facilitates cost control
- Determination of trends of cost

Disadvantages of job costing

- More clerical work
- Historical costing
- Production, planning and control

Batch costing

CIMA, London has defined batch costing as “that form of specific order costing which applies where similar articles are manufactured in batches either for sale or for use within the company.”





Distinction between Job and Batch costing

1. Unit of cost
2. Production
3. Items of output



Economic Batch
Quantity
(EBQ)



- A) Setting up costs
- B) Carrying costs

Thank
you

