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Reynolds

# ILLITERACY

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the right side of the frame, creating a modern, layered effect. The rest of the background is plain white.

# What is Illiteracy?

**Illiteracy is the inability to read and write in any language.**

**You are legally illiterate if you cannot “Use printed and written information to function in society.\* ”**

\* 2003 National Assessment of Adult Literacy

# Meaning of illiteracy

Illiteracy is a state whereby one is unable to read & write. In its simplest form, it can be defined as lack of any or sufficient education.

Sometimes people who have had very basic education also experience challenges in reading & writing

# Challenges of illiteracy cut across

- ▶ Gender
- ▶ Age
- ▶ Race
- ▶ Geographical location
- ▶ Cultures

# Causes of illiteracy

- ▶ Illiteracy among parents
- ▶ Lack of family support
- ▶ Unemployment of the education
- ▶ Lack of awareness
- ▶ Social barriers
- ▶ Lack of affordable education facilities
- ▶ Poverty

missionheat.org



**HOPE**  
FOR PEACE

**SAVE**  
THE EARTH

**HELP**  
THOSE IN NEED

# Consequences & effects of illiteracy

- ▶ Poverty
- ▶ Child marriage
- ▶ Difficult life
- ▶ Social crimes
- ▶ Hinders economic & social progress
- ▶ Underpayment
- ▶ Intergenerational illiteracy



# Possible solutions to stop or control illiteracy

- ▶ Free education
- ▶ Awareness
- ▶ Grants
- ▶ Late night classes
- ▶ Free books
- ▶ Digitization
- ▶ Lower education costs

# *Conclusion*

The value of education cannot be underestimated. Illiteracy, therefore, has no room in the modern society. Everyone should aspire to be educated and gain knowledge because of the important benefits of being literate. If all are literate it reduces fraudulant and misuse of people.

# THANK YOU

*Submitted by*  
*Poojashree and Melita*



# DIGITAL LIFE

By: Sharan D'sa  
3<sup>rd</sup> Bcom A  
155430376

# Reliance

## Industries Limited

- Reliance is a Holding company
- Its headquarters is located in Mumbai
- It is the most profitable company in India
- With earnings of more than 300 billion dollars and assets of 7000 billion dollars, its pays for 5% of India's income tax



**CEO of Reliance Industries Ltd**

# Jio



- ❧ Jio is a mobile network operator in India
- ❧ Reliance Jio's official name is 'Reliance Jio Infocomm Limited' (RJIL)
- ❧ It provides wireless 4G service network
- ❧ It is owned by 'Reliance Industries Ltd' It was incorporated in 2007 and is based in Mumbai, India





# LOGO Of Jio



Old logo up to  
September  
2016



New Logo



*New Logo*

*Vs*



*Old Logo*



**OLD**



**NEW**



Old  
New



Old  
New

**Microsoft**



**Microsoft**



DIGITAL  
LIFE

## DEDICATED TO INDIA AND 120 CRORE INDIANS

A tribute to realise the  
Digital India vision  
of Hon'ble Prime Minister  
**Shri Narendra Modi**





# DIGITAL REVOLUTION

- India is going Digital
- It need Digital tools and skills
- India cannot be left behind
- India is ranked 155<sup>th</sup> of 230 countries
- Jio will help take India to the one of the top 10 spots globally.

# Products and Services



**Jio LYF**



**JioFi**

# Jio Applications



JioTV



JioCinema



JioMusic



JioMags



JioXpressNews



MyJio



JioMoney



JioChat



JioSecurity



JioNet



Jio4GVoice



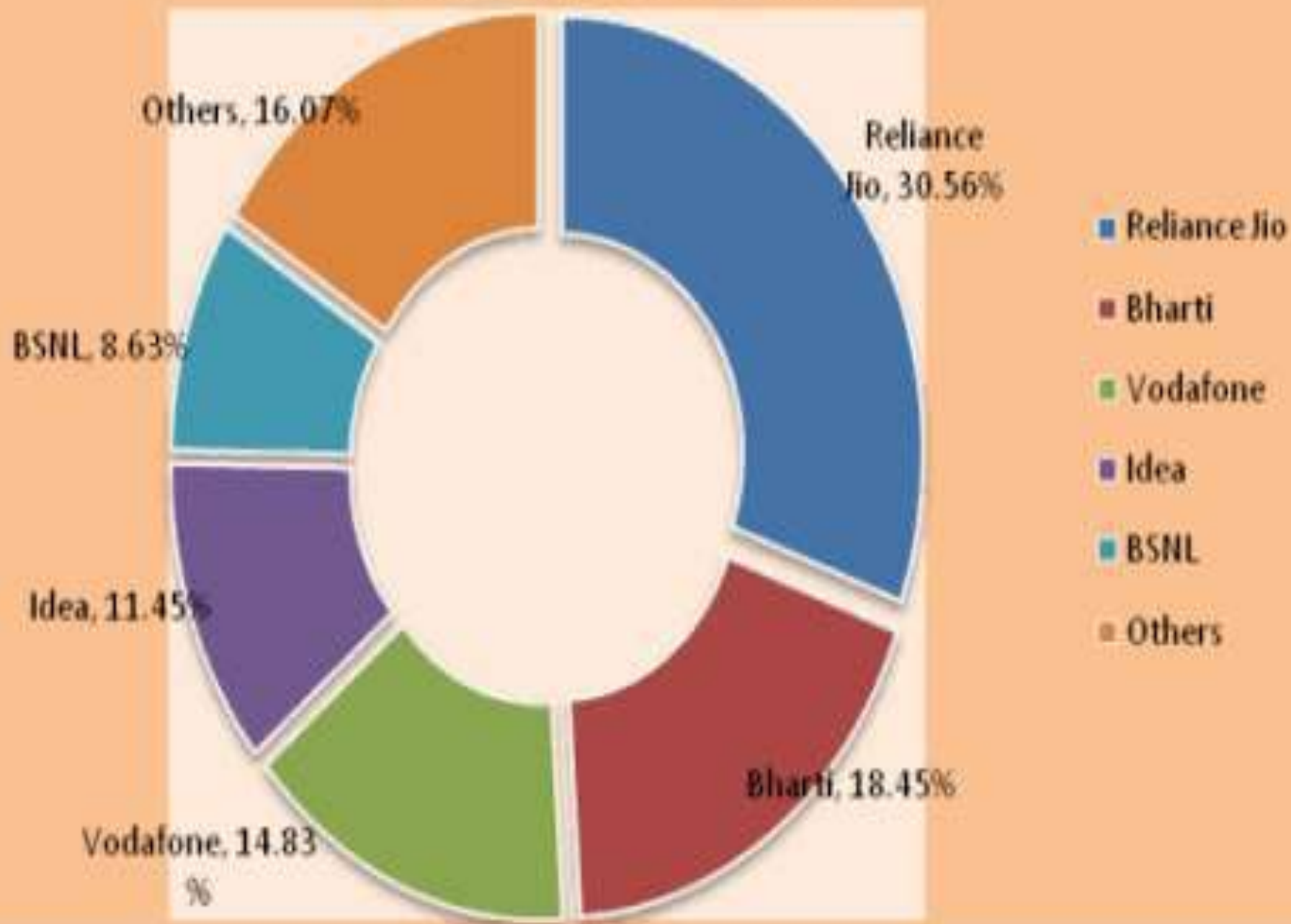
JioNewsPaper



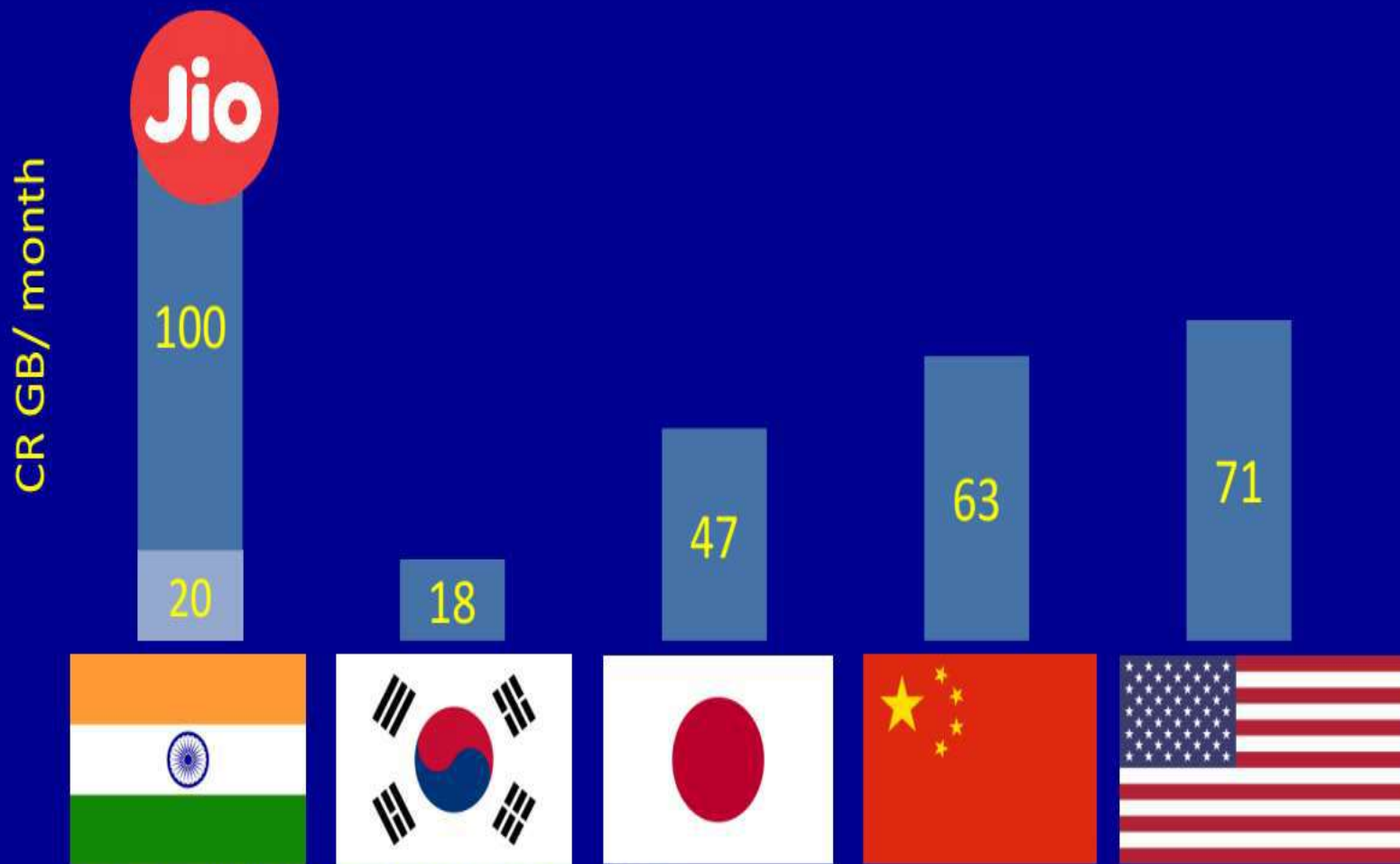
JioCloud

➤ Free up to 31 March 2018 for Jio Prime Customers

## Broadband Market Share



# Jio Impact on India Ranking



SOURCE: Cisco VNI; OVUM; Strategy Analytics; TRAI; Company Analysis

India has become no 1 country for mobile data usage with Jio





- ❖ Brand ambassador - Shah Rukh Khan
- ❖ Initially it was distributed for FREE
- ❖ Packages were cheaper than the competitors

& Special discounts for the students

& Lifetime free voice calls and messages

& Aadar-based activation

& Best network with lowest data rates globally

**Thank  
you**



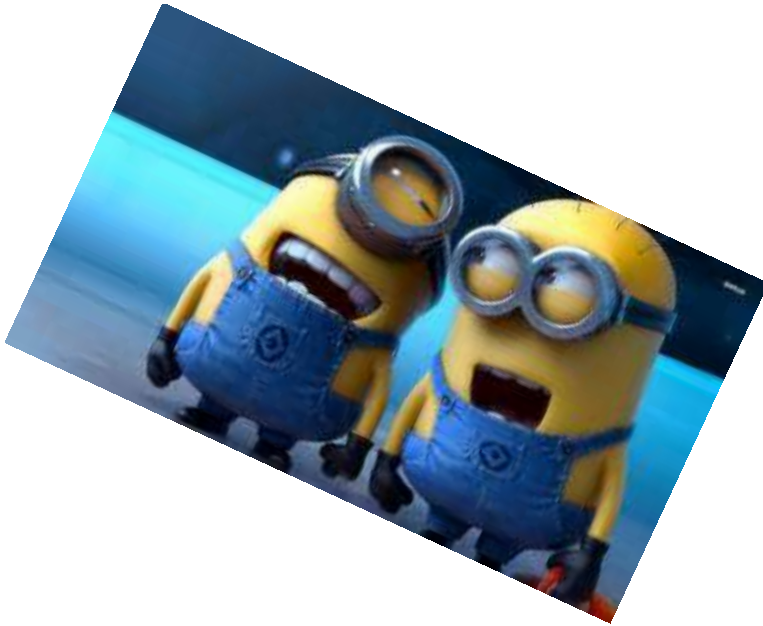
Ja Beta,  Apni Zindagi

# PRESENTATION ON

## HOW TO FACE AN



# TOP 10 INTERVIEW QUESTIONS AND ANSWERS





# ***1.TELL ME ABOUT YOURSELF ?***

- Start With Your Name
- Give Your Place Information
- Education Details In Short
- Job Experience If Any
- Family Details In Short



Ex- My Name Is Royce, I Live In Mangalore, I Have Done B.E. in Electrical and MBA in HR. I Have Two Years Experience in HR. My Family Stays With Me in Mangalore.

## ***2. Why do you want to work at our company?***

- Tell them what you like about company
- Related it to your long-term career goals



**Ex- Sir, it is a great privilege for anyone to work in a reputed company like yours. When I read about your company I found that my skills are matching your requirements. Where I can showcase my technical skills to contribute to the company growth.**



## *3. What are your strengths?*

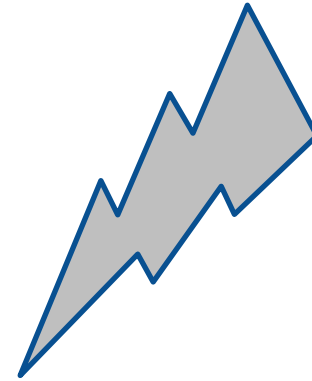
- ADAPTABILITY
- HARDWORKING
- HONEST
- FLEXIBILITY
- FAST DECISION MAKING
- PERSISTENCE
- SELF MOTIVATED



**Ex- I am honest ,self motivated and hardworking boy/girl with positive attitude towards my career and my life.**

# 4. What are your weakness?

- STRAIGHT FORWARD
- IMPATIENT
- SENSITIVE
- MORE TALKATIVE
- TRUST PEOPLE VERY QUICKLY
- I CANT SAY NO WHEN SOMEONE ASK FOR HELP ETC.....



Ex- I am a sensitive person and I cant say no when someone ask for help.

# 5. Why should I hire you?

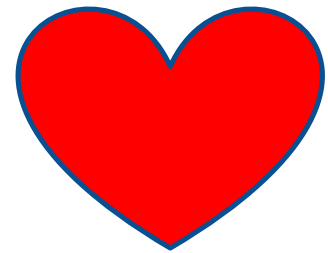
- SHARE YOUR KNOWLEDGE
- WORK EXPERIENCE
- SKILLS RELATED TO JOB
- CAREER GOAL



Ex- Sir, as I am a fresher , I will put all my I effort for a good progress of organisation . Being Punctual and sincere , I can finish the work given to me on time and try my best to fulfil all the needs of company from me.

# 6. Tell me what you know about this company?

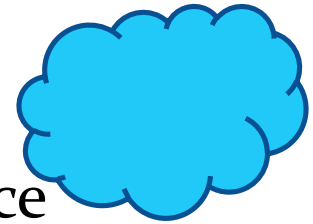
- Study about the company in details
- Do the background work about new project
- Know the names of their owners and partners
- Research about the company current issues
- Update your knowledge about their competitors



**Ex- It is one of the best fastest growing company in India, the work environment of the company is very good. People feel proud to be a part of the company as company provides full support to their employees. It has many branches across the world so I have good opportunity to show my talent.**

# *7. Why are you looking for a job change?*

- Thanks to previous organisation
- Explain what you learn from past job experience
- Share your reason for job change
- Relate to career goals



Ex- I am thankful to my previous organization because I have learnt a lot of things from there .according to me changes are necessary for everyone to enhance your skills , knowledge , personal growth and financial growth . your organisation is the good platform where I can learn more.

# 8. What are your salary requirements?

- Never share your salary requirements as a fresher
- Experience candidate can share their expected salary
- Always say as per the company norms for the jobs

*Ex- I am fresher, salary is not first priority for me so I expect a considerable of salary according to my ability and your company's norms which will fulfil my economical needs.*



# 9. What are your career goals?

- Short term goal
- Long term goal



**Ex- My short term goal is to get a job in reputed company where I can utilize my skills and improve my career path. My long term goal is to be in respectable position in that organization.**

# 10. Finally , do you have any questions to ask me?

- EXPRESS THANKS
- SALARY STRUCTURE
- JOB TIMINGS
- JOB LOCATION
- OVERTIME ALLOWANCE
- TRAINING PERIOD
- TRANSPORT FACILITY



Ex- Thank you for giving this opportunity. Sir I would like to know the job timings and job facility and what will be the job location and salary scale for this job In your organization.



# THANK YOU



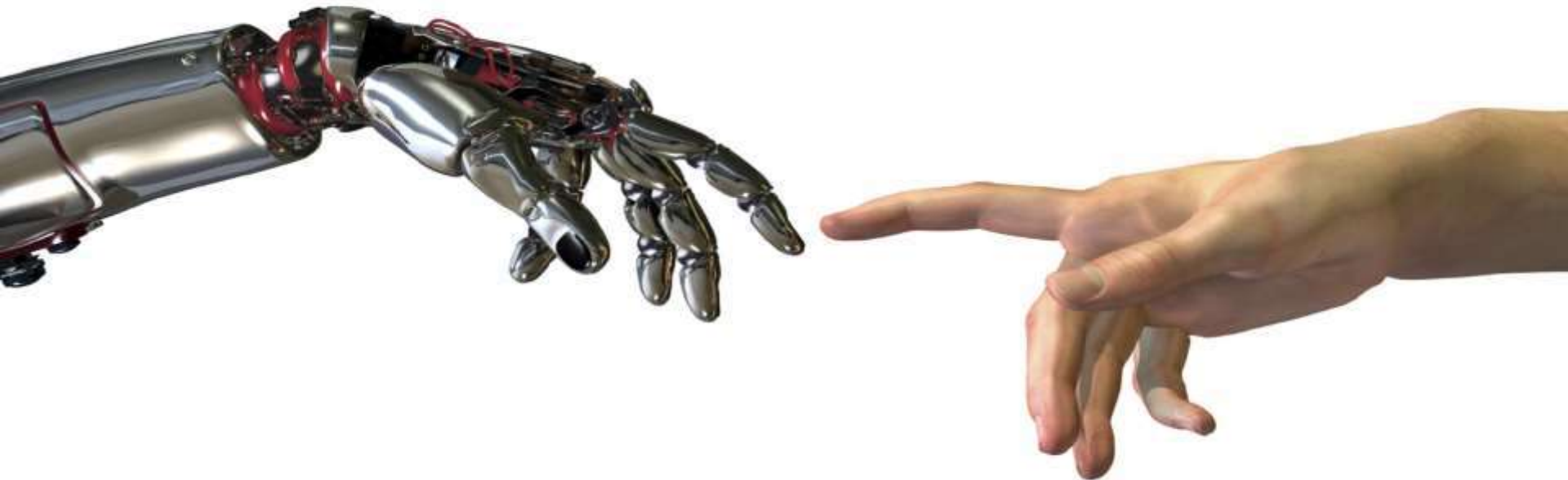
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FABIOLA & PREEMA





# Robots & People



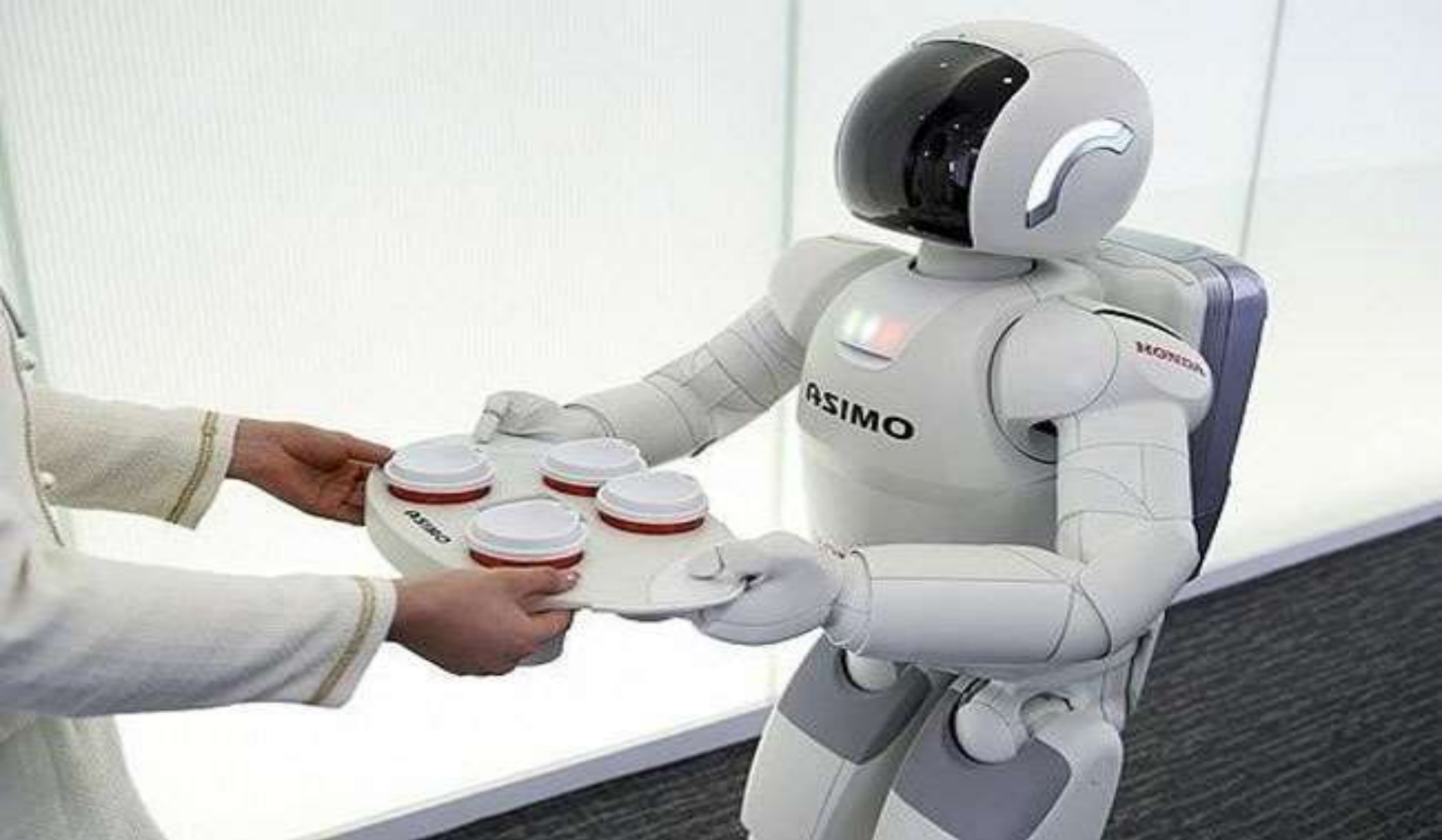
# Today's program

## Learn about Robots

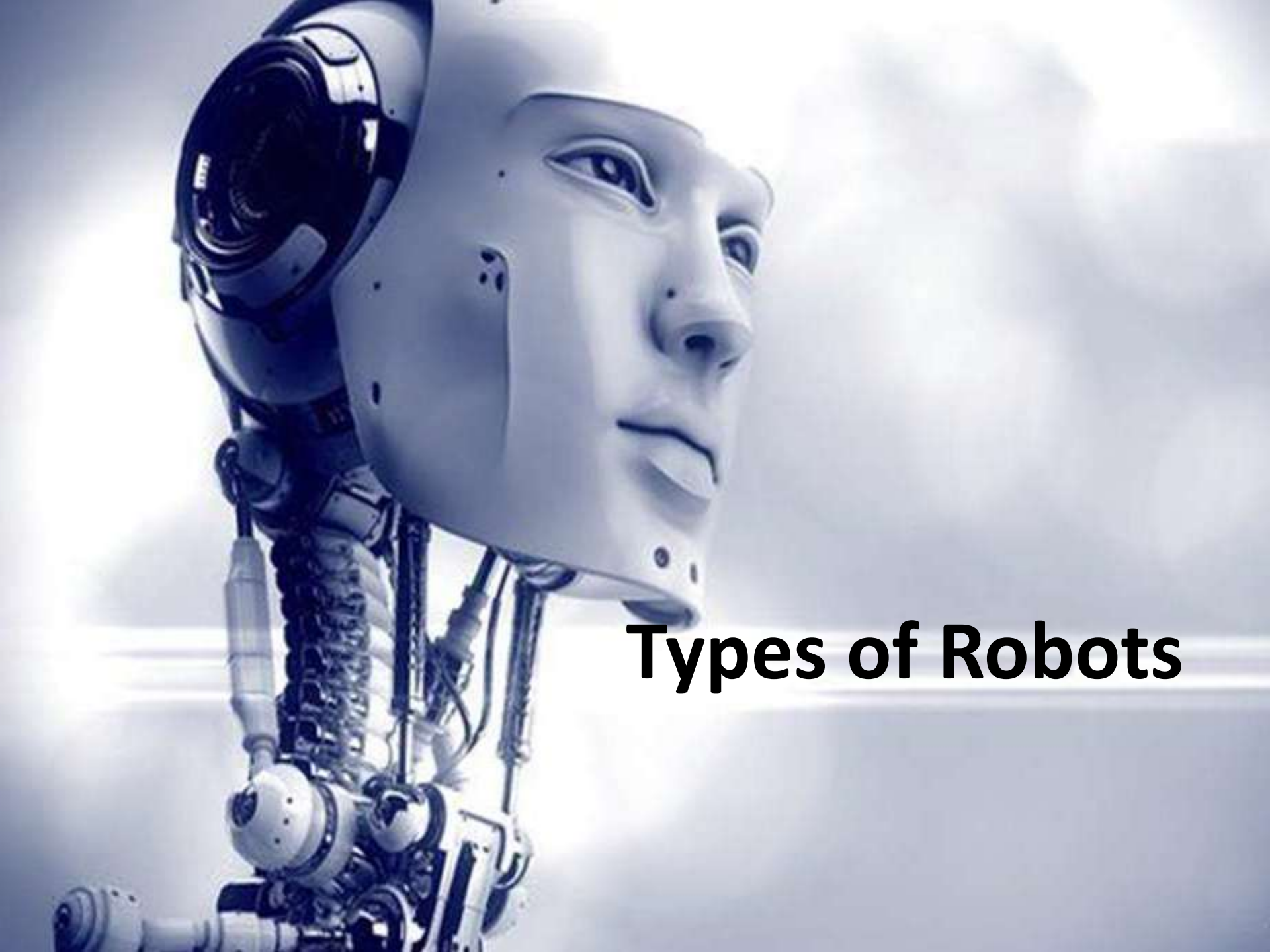
- What are they?
- Types?
- What can they do?
- How do they affect our lives?

A close-up photograph of a white, humanoid robot. The robot has a smooth, glossy white face with human-like features, including eyes, a nose, and lips. It is resting its right hand on its forehead, with fingers slightly curled, in a classic 'thinking' pose. The robot's body is also white with some mechanical details visible at the neck and shoulder. The background is a bright, out-of-focus indoor setting, possibly a window with blinds.

What is a Robot?

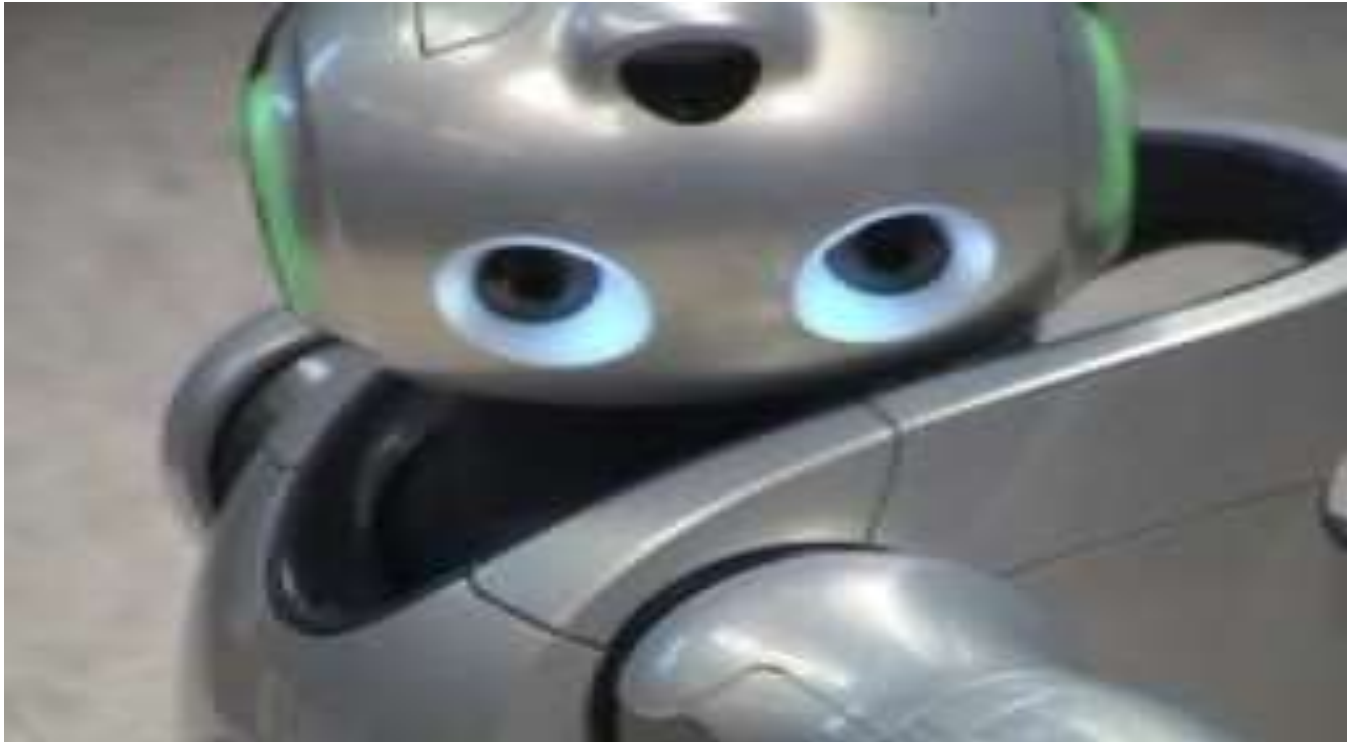


Robots are machines  
that can sense, plan, and act



# Types of Robots

# ➤ QRIO



- Made by: Sony  
Height: 61cm  
Pronounced “curio” the name stands for “quest for curiosity” in Japanese.
- **Purpose:** To live with you, make life fun and make you happy.
- **What can it do?** Walk, talk, run, dance, recognize voices and faces, play ball games and surf the web.





- Made by: Kawada Industries  
Height: 1.5m  
Weight: 58kg
- **Purpose:** To work in human environments and use human tools.
- **What can it do?** Walk, get up from awkward positions, walk on uneven surfaces and grasp objects.

# ➤ ASIMO



- Made by: Honda  
Height: 1.2m  
ASIMO stands for: Advanced Step in Innovative Mobility, it also takes its name from robotic visionary Isaac Asimov.
- **Purpose:** Began in 1986 as a study into human movement and has since evolved into a robot capable of a wide range of tasks.
- **What can it do?** It can walk, run, turn corners, recognize hand gestures, carry objects, dance and climb up and down stairs.

# ➤ PaPeRo

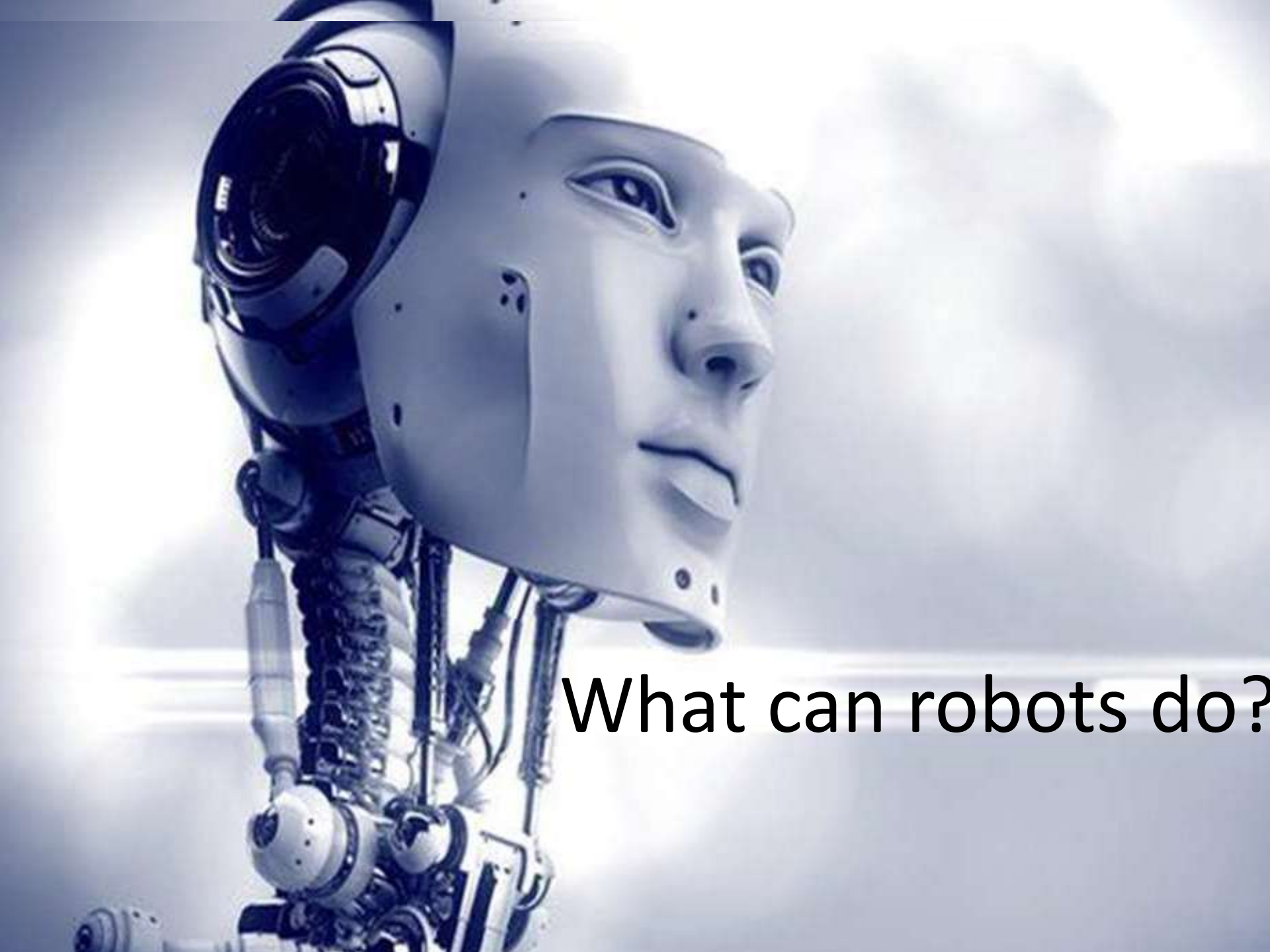


- Made by: NEC  
Height: 38cm  
PaPeRo stands for: **Partner-type Personal Robot**
- **Purpose:** To both entertain and assist around the house.
- **What can it do?** Recognizes speech, talks, moves, responds to users, controls household devices.

# ➤ AIBO



- Made by: Sony (Japan)  
Height: 27cm  
AIBO stands for: Artificial Intelligent Robot
- **AIBO features a variety of senses:**
- Touch - Feels human contact through sensors on head, back, chin & paws.
- Hearing - Detects sound through a pair of stereo microphones, voice recognition.
- Sight - Color camera, distance sensors and facial recognition.
- Balance - Keeps balance through acceleration sensors.



What can robots do?

Work in a factory

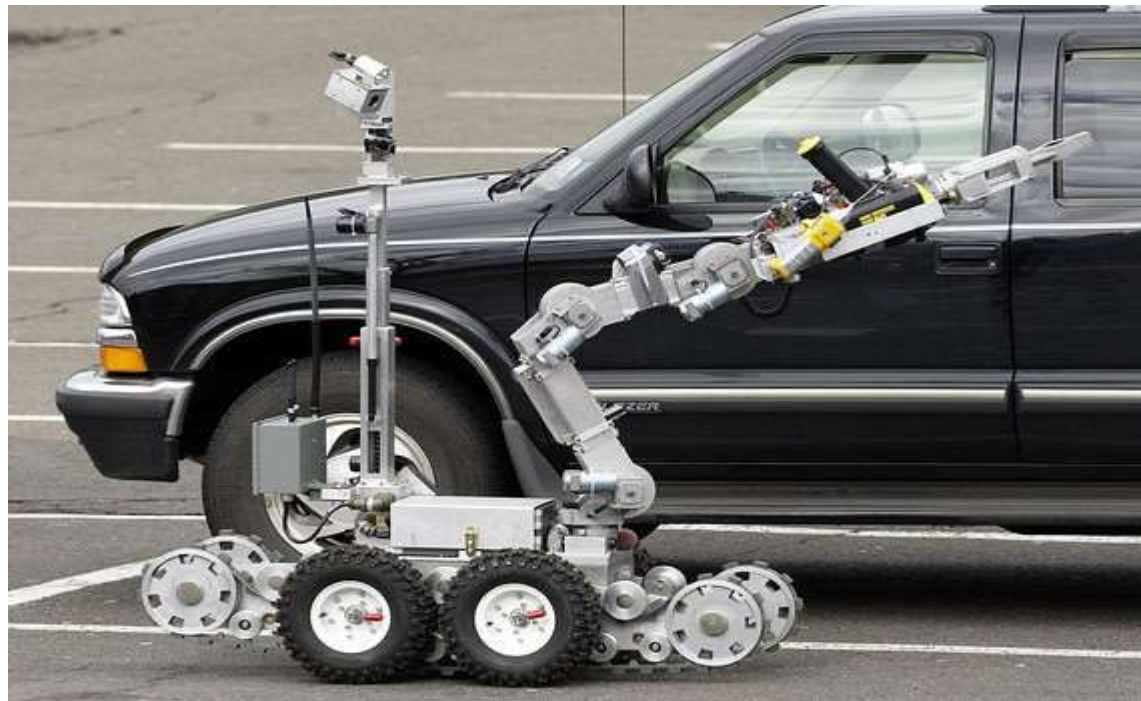


Bartender



Soldier

Bomb Squad

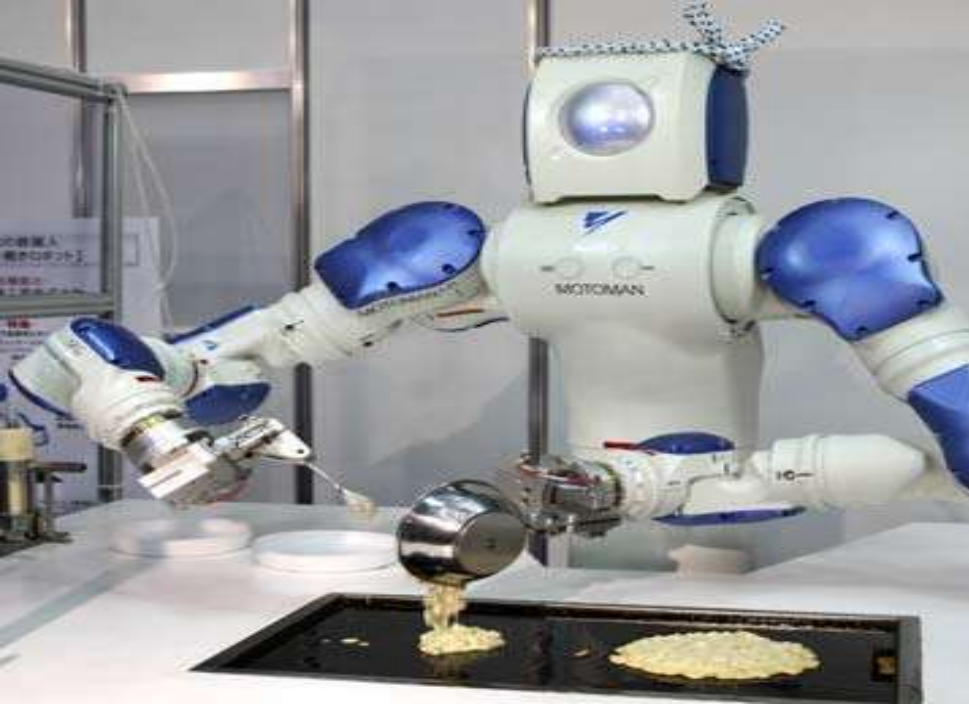


Draw portraits



Journalist



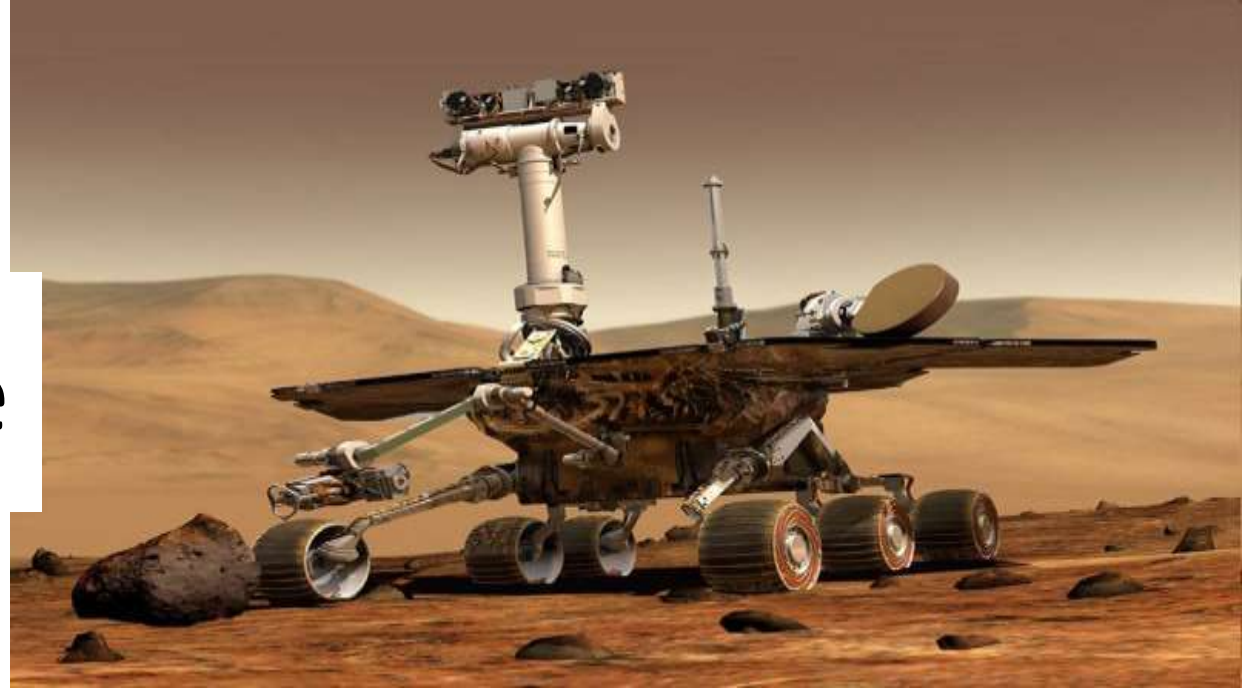


Cooking

Housekeeper



Explore space



Gardener

# Disadvantages

- 🤖 Extremely high capital cost
- 🤖 High standard of maintenance required
- 🤖 Can Malfunction
- 🤖 Cannot think creatively
- 🤖 Precise programming needed (Time, training, specialist knowledge)
- 🤖 When computer systems failure will cause breakdown
- 🤖 Need a huge power supply
- 🤖 Replace human workers
- 🤖 Certain processes still need a skilled operator

THANK YOU



**SUBMITTED BY**

**JOVITA D'SOUZA & DIVYA SANTHANAZ**

# STRESS

Name : Pradeep

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Class : 3<sup>rd</sup> BBM

Submitted to : Ms . Mitchell Dias

Padua college of commerce and management  
Nanthur



- *What is stress ?*
- *Types of stresses*
- *Symptoms*
- *Effects!!*
- *How to overcome it?*



# *What is stress??*

- *Stress is a response to pressure or threat. Under stress we may feel tense, nervous.*
- *Stress is primarily a physical response. When stressed, the body thinks it is under attack and switches to 'fight or flight' mode.*



# *Types of stress*

- *Negative stress*



- *Positive stress*

# Negative stress



*It is a contributory factor in minor conditions ,  
such as headache , digestive problems , skin  
complaints , insomnia and ulcers.*

*Excessive , prolonged and unrelieved stress can  
have a harmful effect on mental , physical and  
spiritual health*



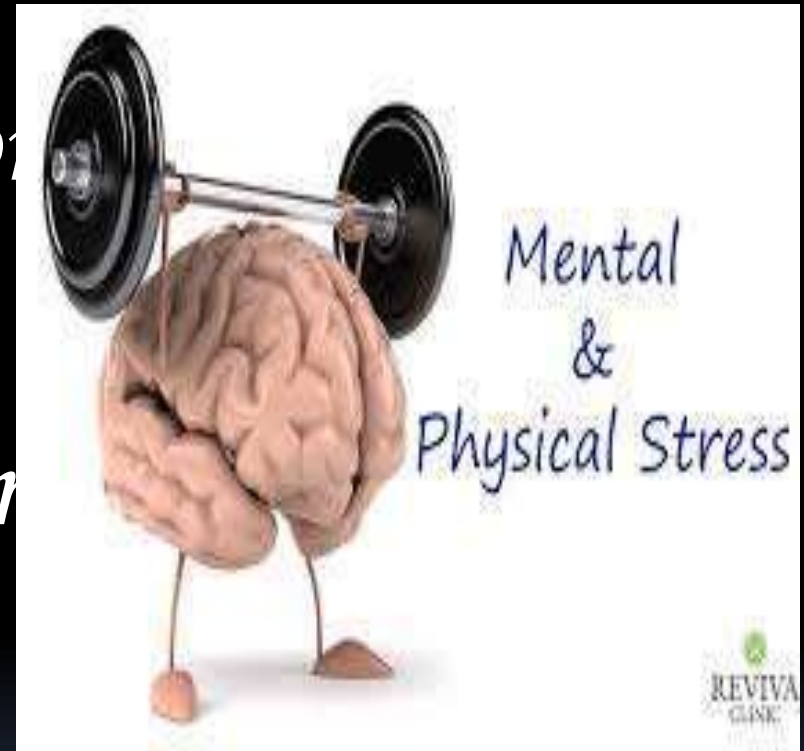
# *Positive stress*

*Stress can also have a positive effect , spurring motivation and awareness , providing the stimulation to cope with challenging situations*

*Stress also provides the sense of urgency and alertness needed for survival when confronting threatening situations .*

# *Symptoms*

- *Physical symptoms*
- *Mental symptoms*



# *Physical symptoms*

- *Headaches*
- *Sleep pattern changes*
- *Sweating and Trembling*



# *Mental Symptoms*

- *Lack of concentration*
- *Confusion*
- *Panic attacks*



# Effects



- *Indeed, **stress** symptoms can affect your body, your thoughts and feelings, and your behavior. Being able to recognize common **stress** symptoms can give you a jump on **managing** them.*
- ***Stress** that's left unchecked can contribute to many health problems, such as high blood pressure, heart disease, obesity and diabetes.*

# *How to overcome it*

- *One thing at a time. This is the simplest and best way to start reducing your stress, and you can start today. ...*
- *Simplify your schedule.....*
- *Get moving. ...*
- *Develop healthy habit....*
- *Do something calming. ...*
- *Simplify your finances. ...*
- *Have some fun! ...*
- *Get creative...*





# CONCLUSION

how stress can be expressed :



*THANK YOU*

# Motivation and Conflicts

**Name: Saranya**

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**Submitted to: Ms. Mitchell Dias**

**Padua college of Commerce  
and Management**

# MOTIVATION

- Meaning
- Nature and Importance
- Tools involved in Motivation
- Theories of Motivation



# INTRODUCTION

- ① Motivation can be defined as an internal condition by drives , needs , or desires and producing a goal behaviour
- ① According to **Stephen P Robbins** Motivation is “defined as the willingness to exert high levels of effort towards Organizational goals
- ① According to **Fred Luthans** Motivation can be defined as “A process that start with psychological need that activates behaviour or a drive that is aimed at a goal or incentive

# Nature and Importance

- ① **M**otivated employees are required
- ① It helps organisation to survive
- ① **M**otivated employees are more productive

# Motivating Tools

- The best employee motivation efforts focus on what employees deem to be important
- Many organisations find flexibility in job design
- Helps in increasing productivity and better morale
- Motivation includes issues of emotion, support, capability

# Theories of Motivation

- ◉ There are a number of different views as to what motivates workers
- ◉ The most commonly held theories will be discussed and have developed over the last 1000 years
- ◉ Unfortunately these theories do not all reach the same conclusions



# ELTON MAYO (1880-1949)

- ◉ WORKERS ARE NOT JUST CONCERNED WITH MONEY BUT COULD BE BETTER MOTIVATED BY HAVING THEIR SOCIAL NEEDS MET WHILST AT WORK
- ◉ HE FOCUSED ON MANAGERS TAKING MORE OF AN INTEREST IN THE WORKERS , TREATING THEM AS PEOPLE WHO HAVE WORTHWHILE OPINIONS AND REALISING THAT WORKERS ENJOY INTERACTING TOGETHER
- ◉ MAYO CONDUCTED A SERIES OF EXPERIMENTS AT THE HAWTHORNE FACTORY OF THE WESTERN ELECTRIC COMPANY IN CHICAGO
- ◉ HE ISOLATED TWO GROUPS OF WOMEN WORKERS AND STUDIED THE EFFECT ON THEIR PRODUCTIVITY LEVELS OF CHANGING FACTORS SUCH AS LIGHTING AND WORKING CONDITION
- ◉ HE EXPECTED TO SEE PRODUCTIVITY LEVELS OF CHANGING FACTORS SUCH AS LIGHTING AND WORKING CONDITIONS



## ***SELF ACTUALIZATION***

This is the level of need that addresses an individual's full realizing potential. The level of need fulfills the desire of becoming everything one is capable of becoming.

## ***SELF ESTEEM***

The level of need that deals with one's desire to be accepted and valued by others. One's sense of contribution.

## ***BELONGING***

Humans have a need to feel loved or a sense that they belong somewhere.

## ***SAFETY***

The basic level of need that deals with feeling secure in your environment (economical, physical, emotional)

## ***PHYSIOLOGICAL***

The most basic of all the needs dealing with sustaining our physiological needs, such as; food, air, water.

# MOTIVATION CONFLICTS



SOMETIMES THE URGE TO DO SOMETHING OR WORTHY OR GOOD OR PLEASURABLE IS DIRECTLY OPPOSED BY THE FACT THAT INVOLVES PAIN OR INHARD WORK . THEN THE ORGANISM IS IN CONFLICT BETWEEN TWO OPPITE MOTIVES.

# Psychological conflicts

Psychologists define conflict to be a state of opposition, disagreement between two or more people or group of people, which is sometimes characterised by physical violence.

The phenomenon of conflict is probably known to everyone. From time to time everyone has various disagreements.

# Types of conflicts

## 1. MULTIPLE APPROACH AVOIDANCE CONFLICT :

Some of the situations in life we come across will involve both positive and negative valences of multiple nature .suppose a woman is engaged to married . The marriage to her has positive valences like proving security to life and marrying a person whom she loves very much



## 2. INTER PERSONAL CONFLICTS

Inter personal conflicts is caused between individuals . This can be resolved through some strategies such as avoiding, smoothing , forcing , confronting and compromising . Assertive behaviour and I am ok, you are ok interpersonal orientation help to resolve such conflicts easily.

# CONCLUSION

**CONFLICTS**



**10% due to Misunderstandings**

**90% due to Tone of Voice**

[www.ShabbarSuterwala.com](http://www.ShabbarSuterwala.com)

**THANK YOU**



# GOODS AND SERVICES TAX



# ASSIGNMENT

Submitted

By. : Aaron pinto  
3rd BBM.  
155430101.

Submitted

To. :Ms. Mitchell Dias  
Department of Commerce  
Topic :GST(Good and services)

# GST

- What is GST
- GST: Good and services tax.
- GST was introduced in India on 1<sup>st</sup> July 2017



- Goods and services tax (GST) is an indirect tax which will not come under direct tax.

# INDIRECT TAX

- Customer tax
- VAT
- SERVICE tax
- Excise tax



- They are 160 countries in the world that have implemented VAT/GST
- France was the first country to implement GST. And it introduced it on 1954

## TYPE OF SLABS IN GST

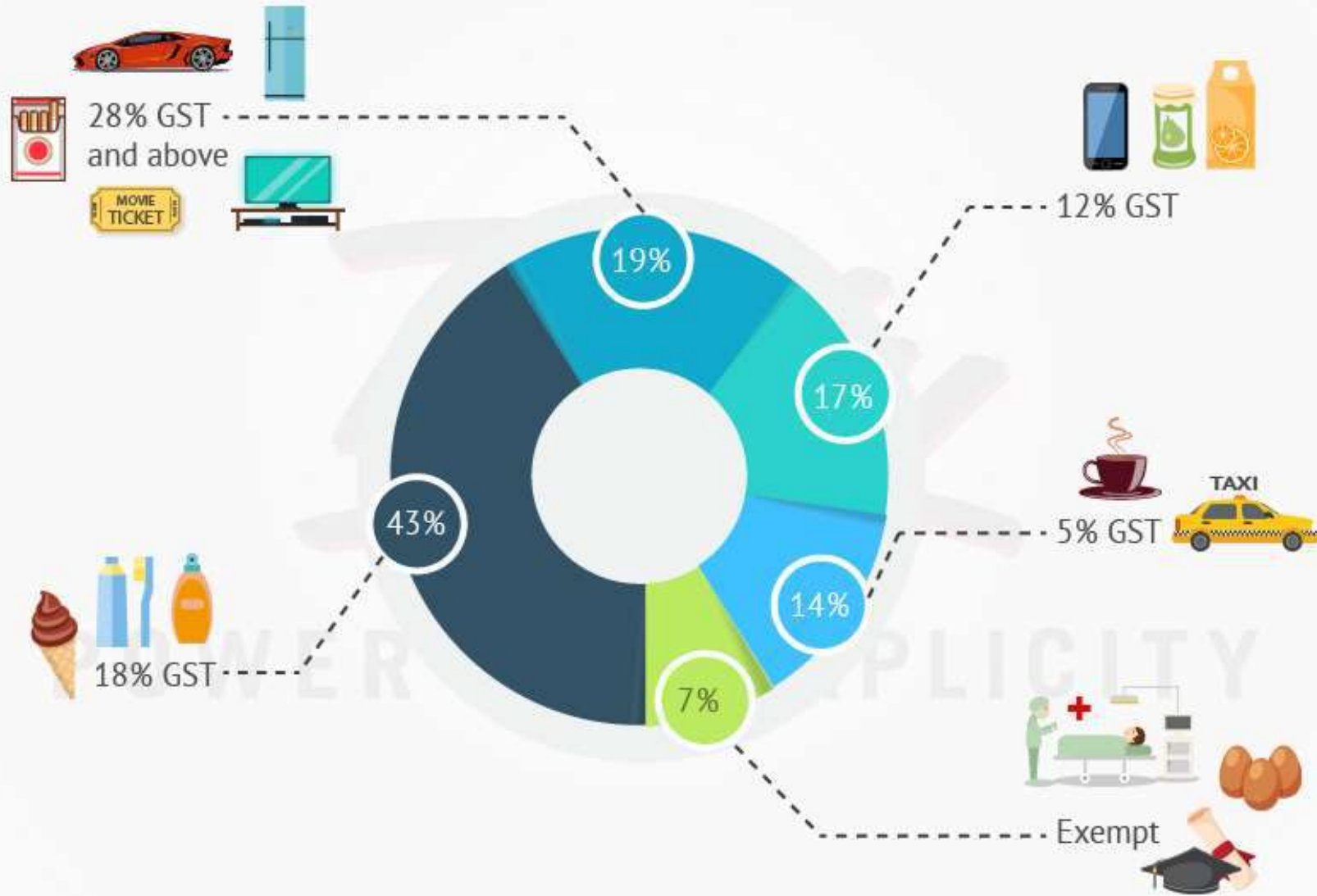
- Nil tax → Jute, Fish, Salt
- 3% tax → Gold
- 5% tax → Tea, Medicines
- 12% tax → Meat, Juice, Mobile

➤ 12%tax → Meat, Mobile

➤ 18%tax → Camera, Notebooks

➤ 28%tax → Alcohol, ATM

## Percentage spread of goods and services across various GST rates



# ADVANTAGES OF GST



- Boost India's GDP by Rs6.5lakh
- Increase of 4.2%in GDP
- External trade increase-32%
- Internal trade increase-29%



## DISADVANTAGES OF GST

- Taxes on service would go up from 15% to 18%
- Higher tax for manufacturing SMEs
- Higher tax for Branded product like (Puma , Peter England)
- Petroleum products are not part of GST

# LUXURY VEHICLES (Mercedes-Benz, BMW, Audi, Jaguar, Volvo etc)

Before GST	After GST	Change
Total Tax, VAT	Tax: 28%	
Other levies	Cess: 15%	
Around 55%	Total: 43%	(-) 12%



# 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.



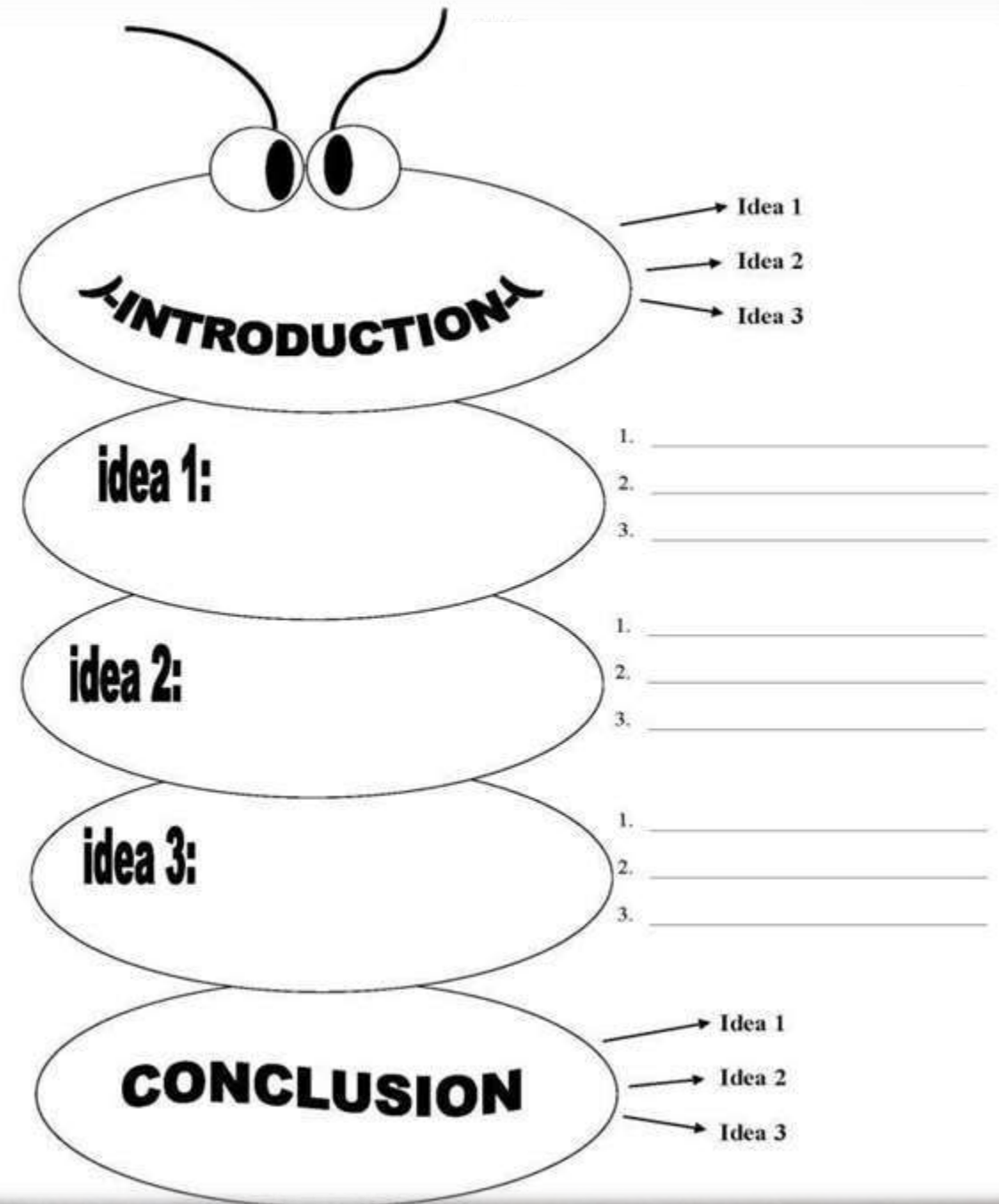


## ***Persuasive Essays:***

- 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**

**Mr. Prashanth Kevin Dcosta** M.B.A, MCom  
**Department of Management**  
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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**

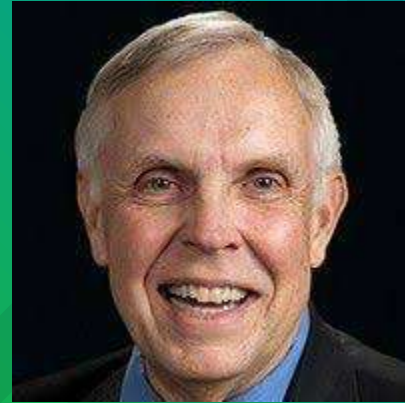
**Peoples behavior helps managers to extract maximum results from people's efforts for accomplishing organizational goals in an effective manner**

# 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
- 18<sup>th</sup> 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”



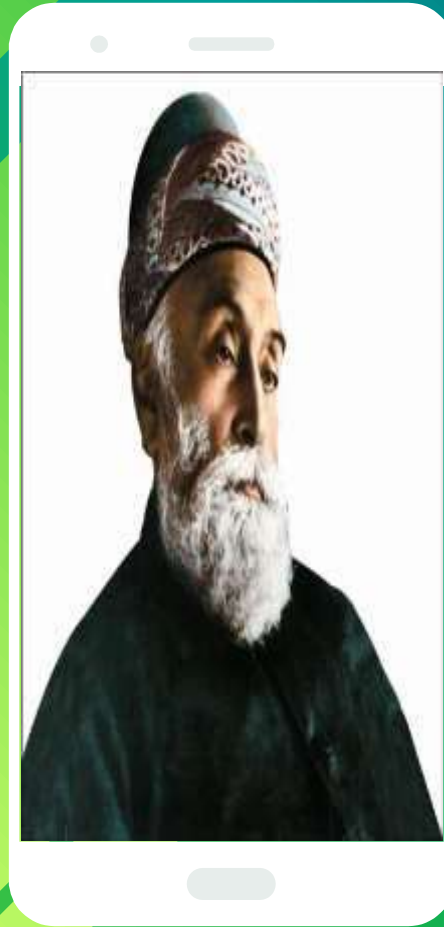


1835- **Andrew Ure** - Behavioral Scientist published his work

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

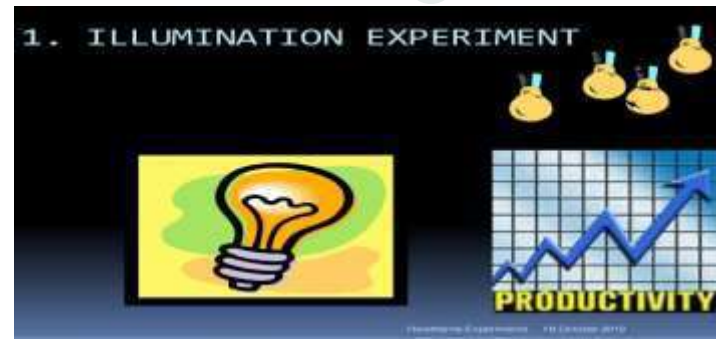


# 1. Illumination Experiments

- 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**



### **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];
```

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 descends, then a horizontal line branches out to two boxes: 'Family' and 'Social and Cultural'. All boxes have a burlap texture and black text. The background features abstract green shapes.

**Biological  
Factors**

**Environmental  
Factors**

**Situational  
Factors**

**Hereditiy**

**Family**

**Social and  
Cultural**

# Biological Factors

## Heredity

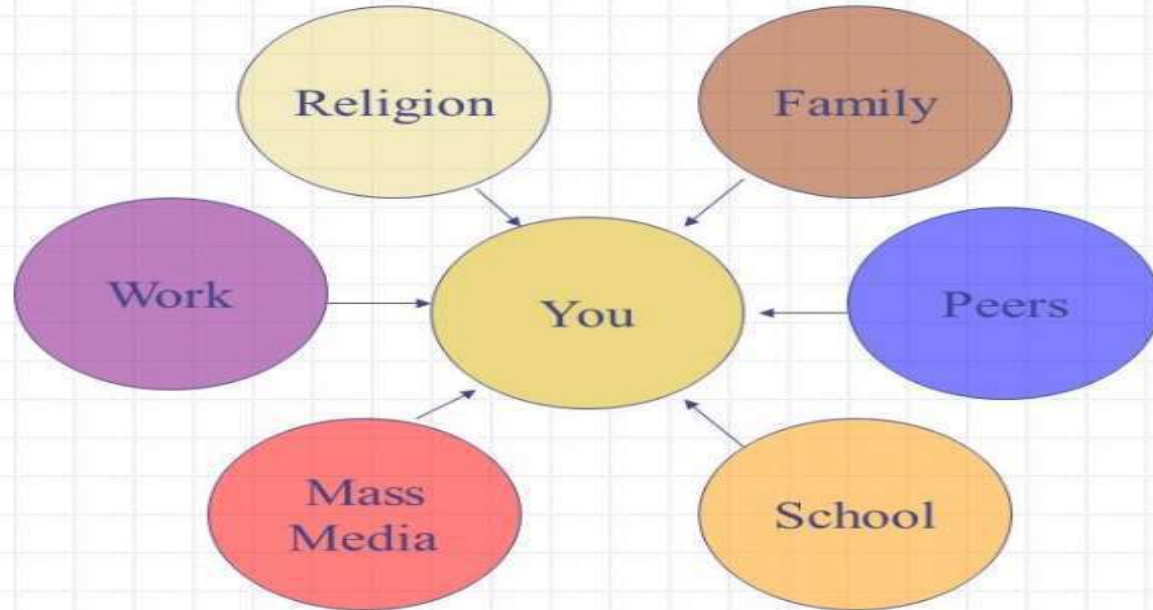
### Inherited Traits

- 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**



**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**

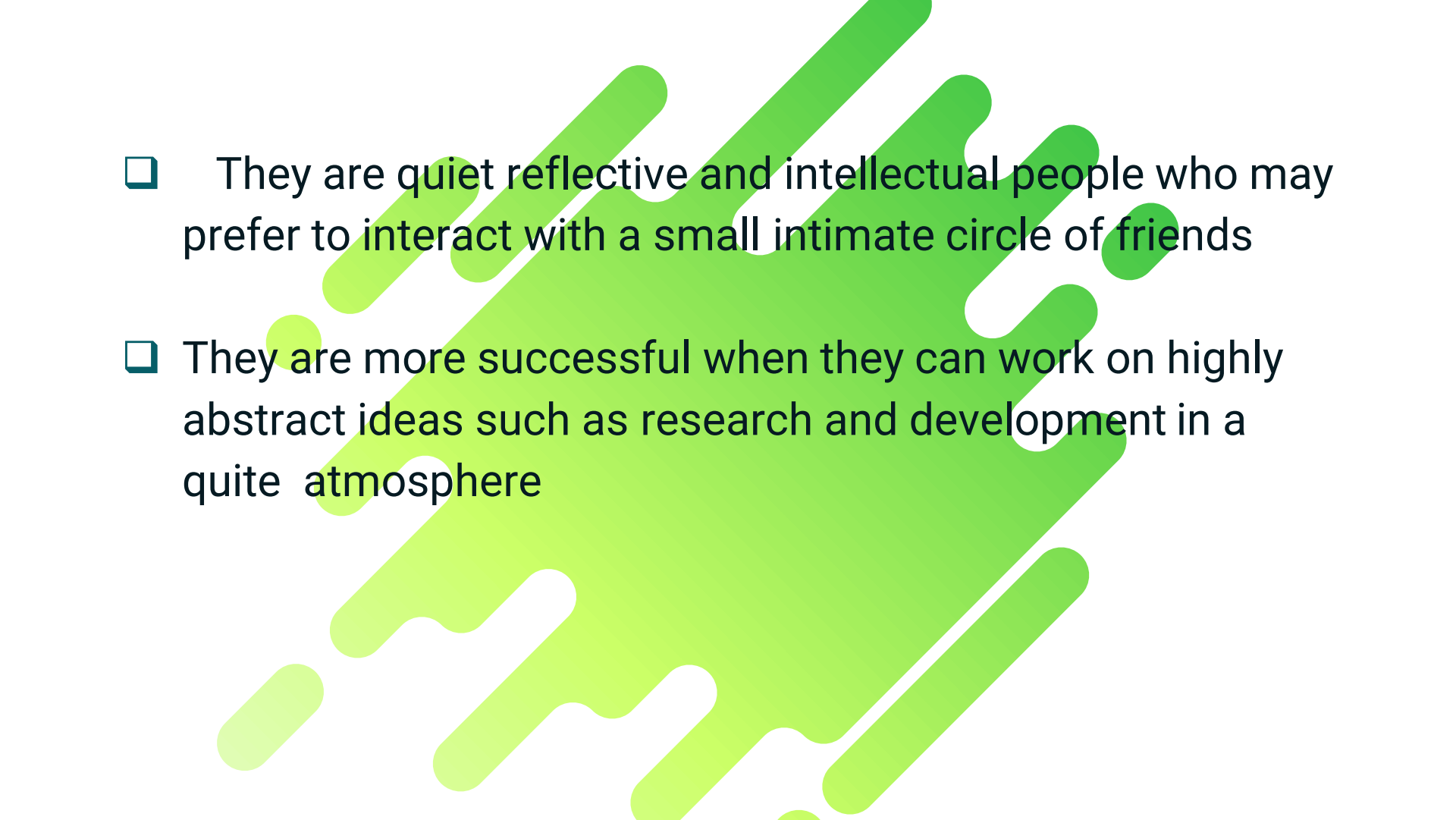
**2. Type A and Type B personalities**

**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 shapes in various shades of green, ranging from light lime to a darker forest green. The shapes are scattered across the page, creating a dynamic and modern feel.
- ❑ 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**

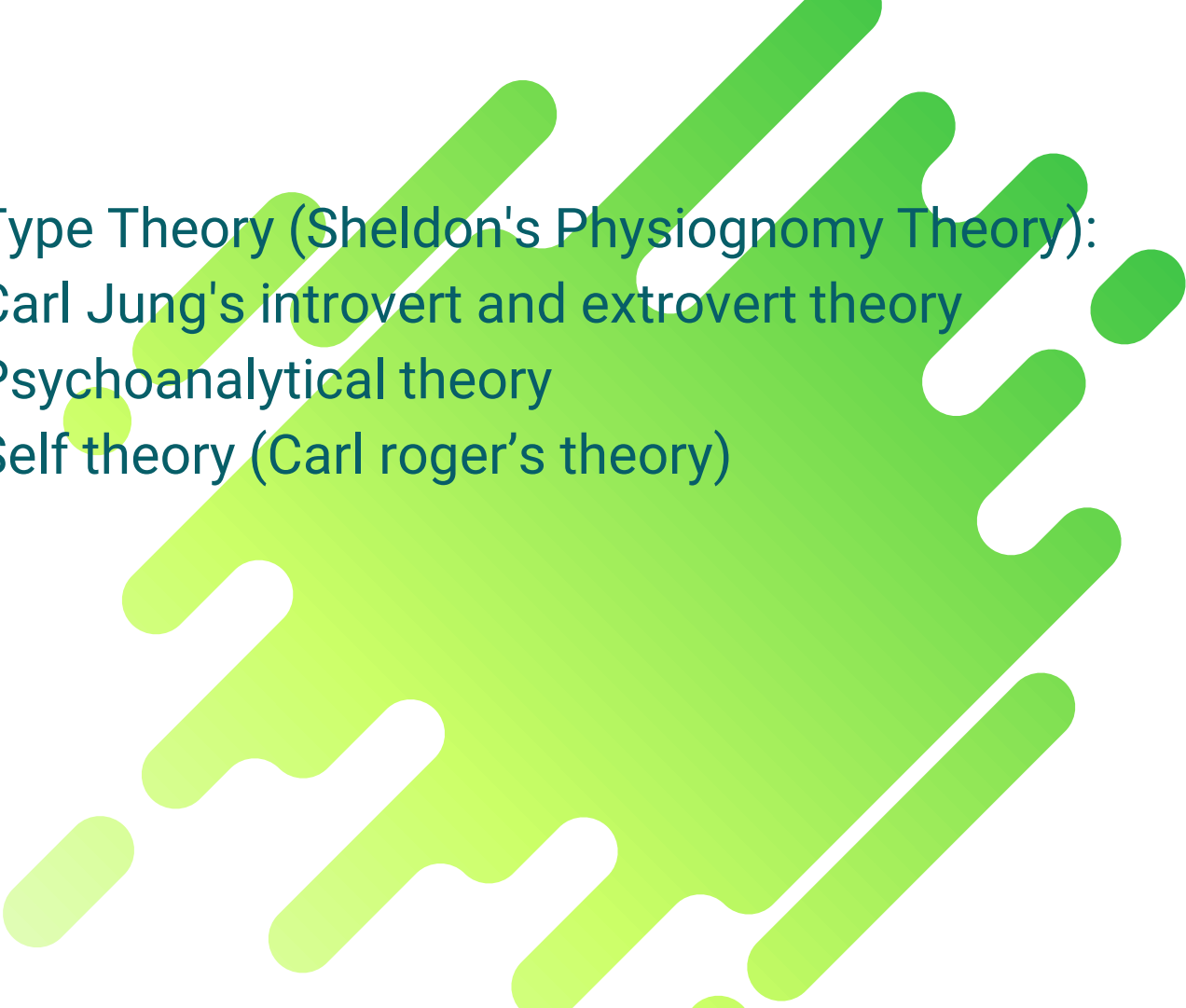
- **People who adapt well to change**
- **Want to know all about a job and times may get overcommitted.**

# Judging type Vs. Perceptive type

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

The image features a central text area with a white background, surrounded by a vibrant green abstract graphic. This graphic consists of numerous overlapping, rounded rectangular brush strokes of varying lengths and orientations, 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 text 'THEORIES OF PERSONALITY' is written in a bold, black, sans-serif font across the white central area.

# **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 overlapping others, creating a sense of movement and depth. The background is plain white.
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.

The background of the slide features a series of overlapping, hand-painted brushstrokes in various shades of green and yellow. These strokes are oriented diagonally, creating a sense of movement and depth. The colors range from a bright, vibrant yellow to a deep forest green, with some strokes appearing as soft, blurred washes of color.

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 Introversiion, Extroversiion, and the Eight Orientations:

Carl Jung created eight distinct personality types. These orientations are the pairing of two attitudes: introversiion and extroversiion, 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.

Jung's 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

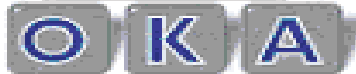
Humans are usually based on their inner desires. They find warmth through subjective ideas. These people usually work as artists or religious figures.

- 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.



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

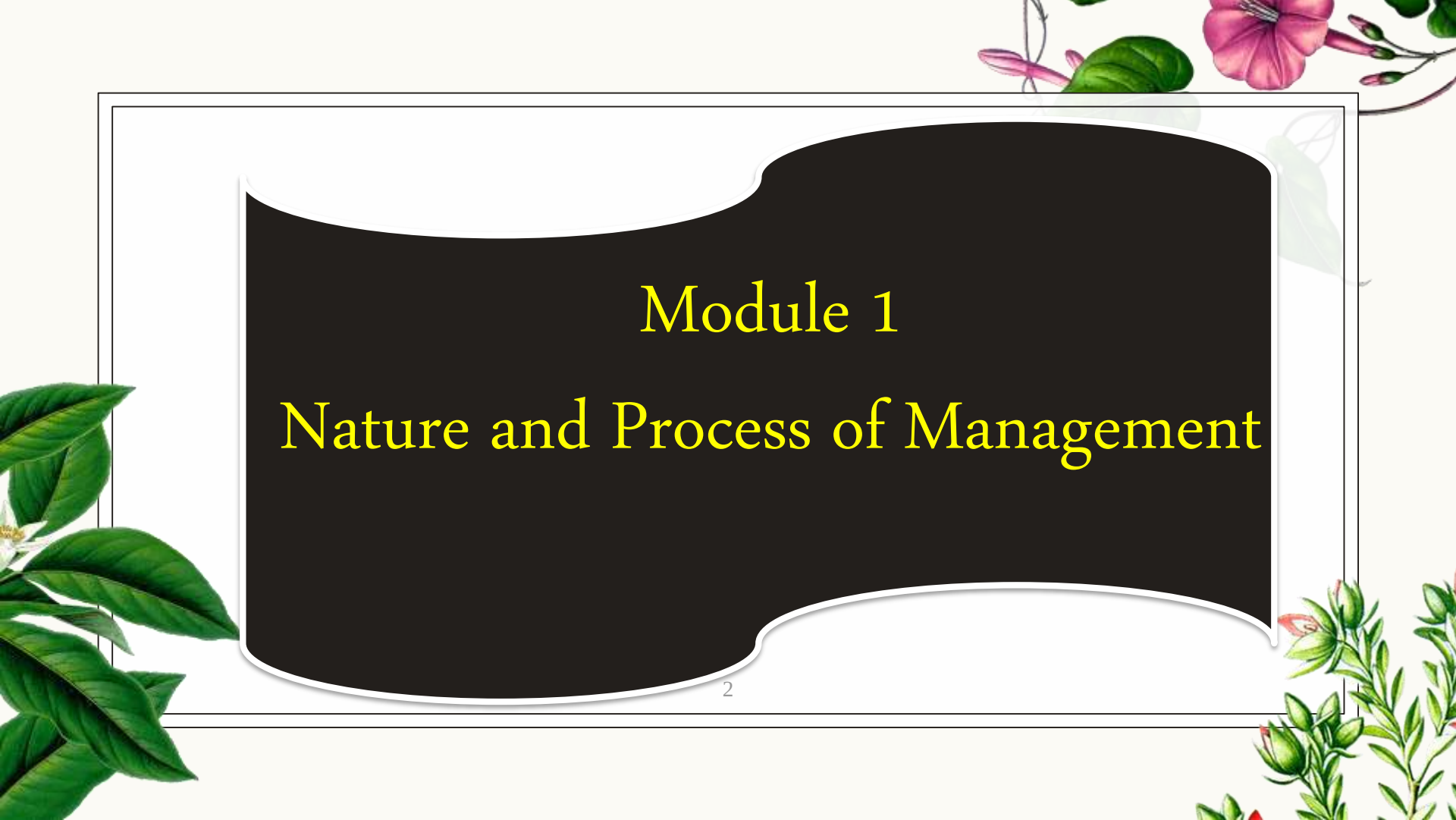
# Features of Strategy

- 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

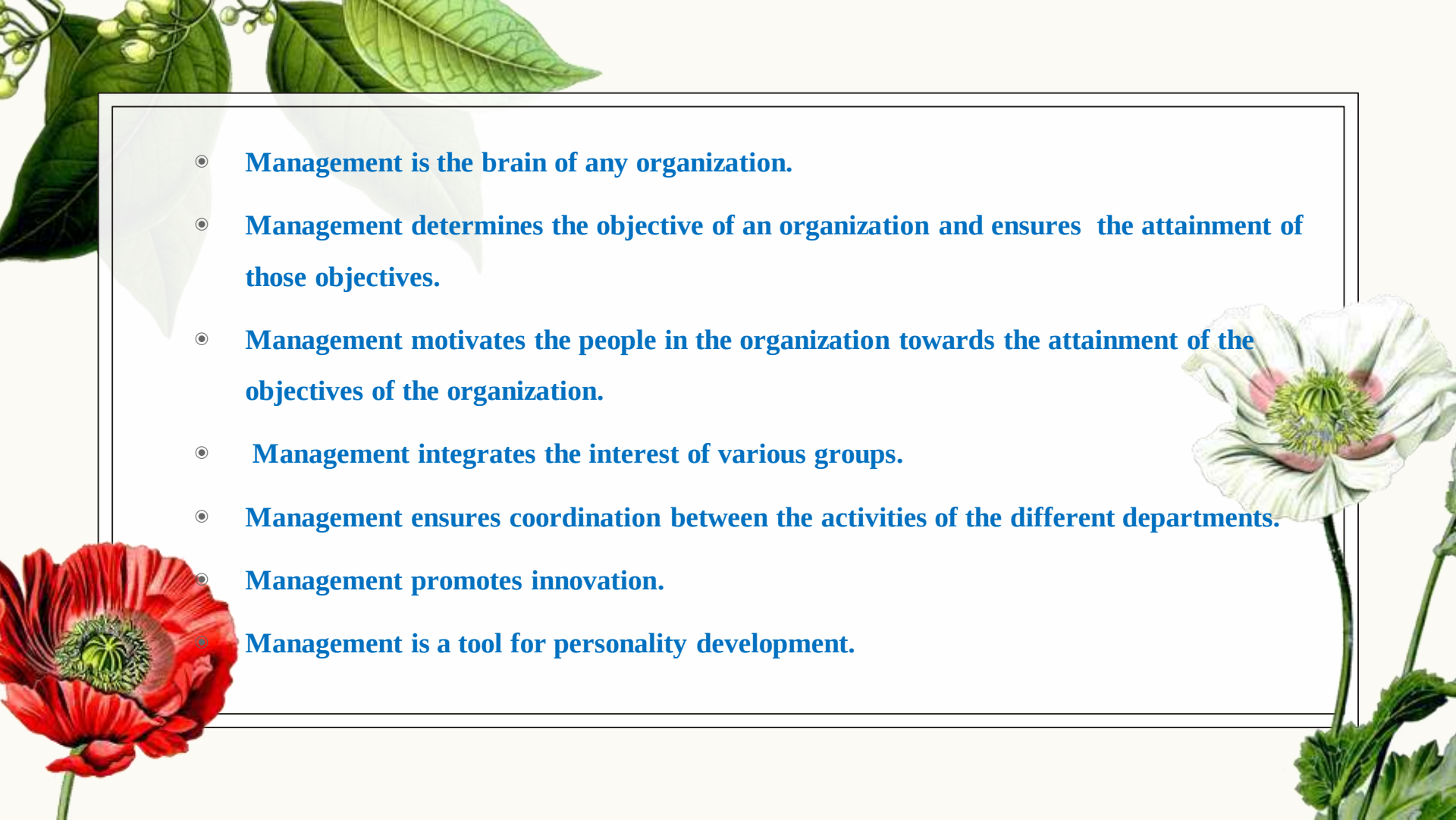
### Management

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.





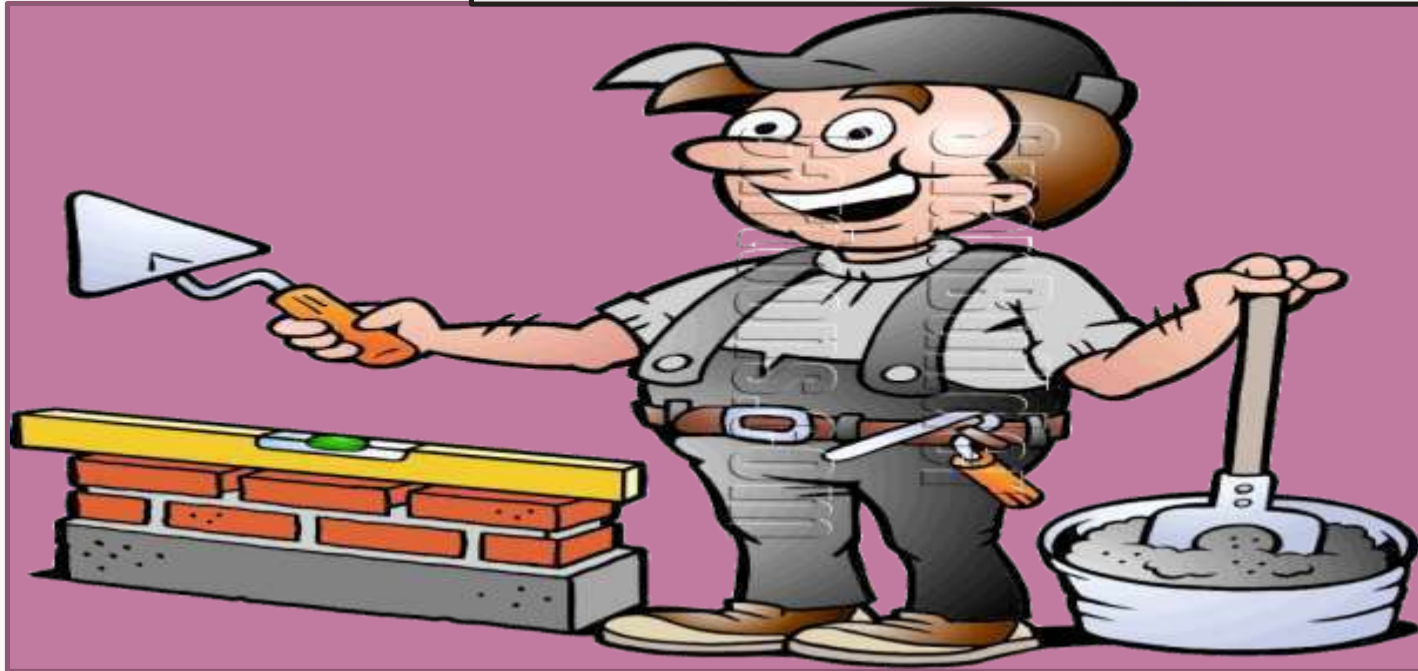


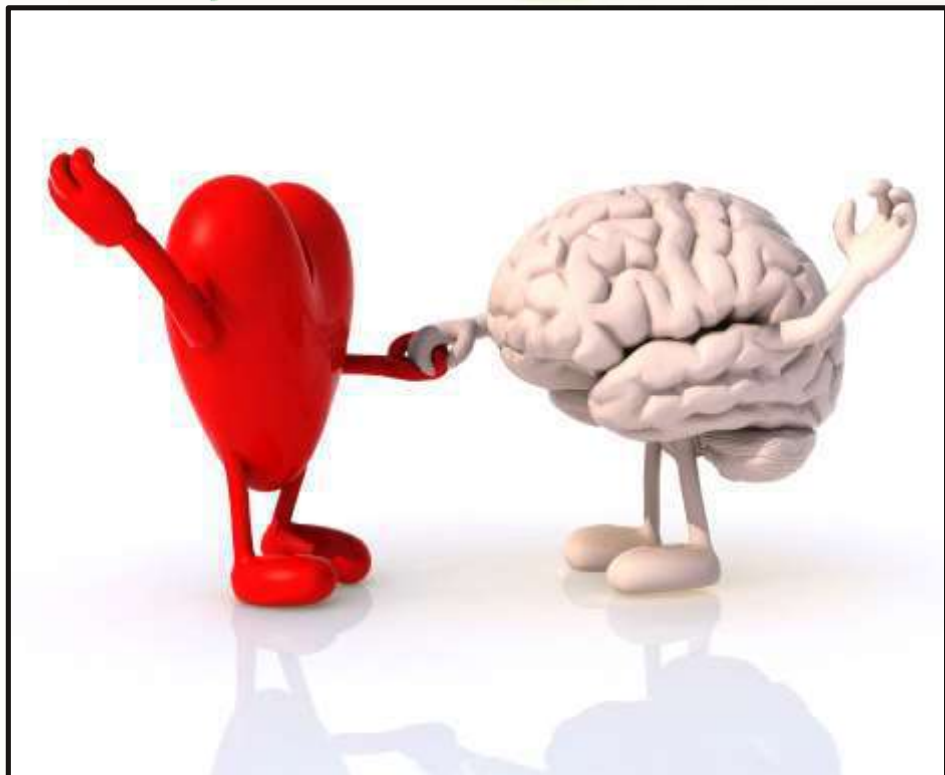


# Organising











# Controlling



# Managerial skills

*Human or  
Psychological  
skill*



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*Technical  
skill*



*Conceptual  
skill*



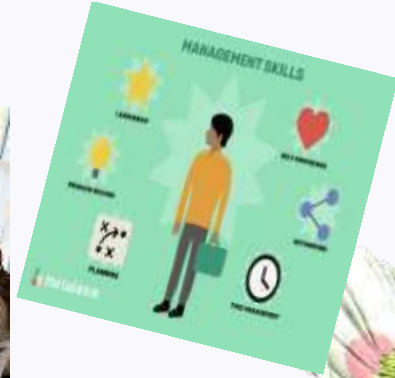
*Diagnostic  
skill*





## 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**

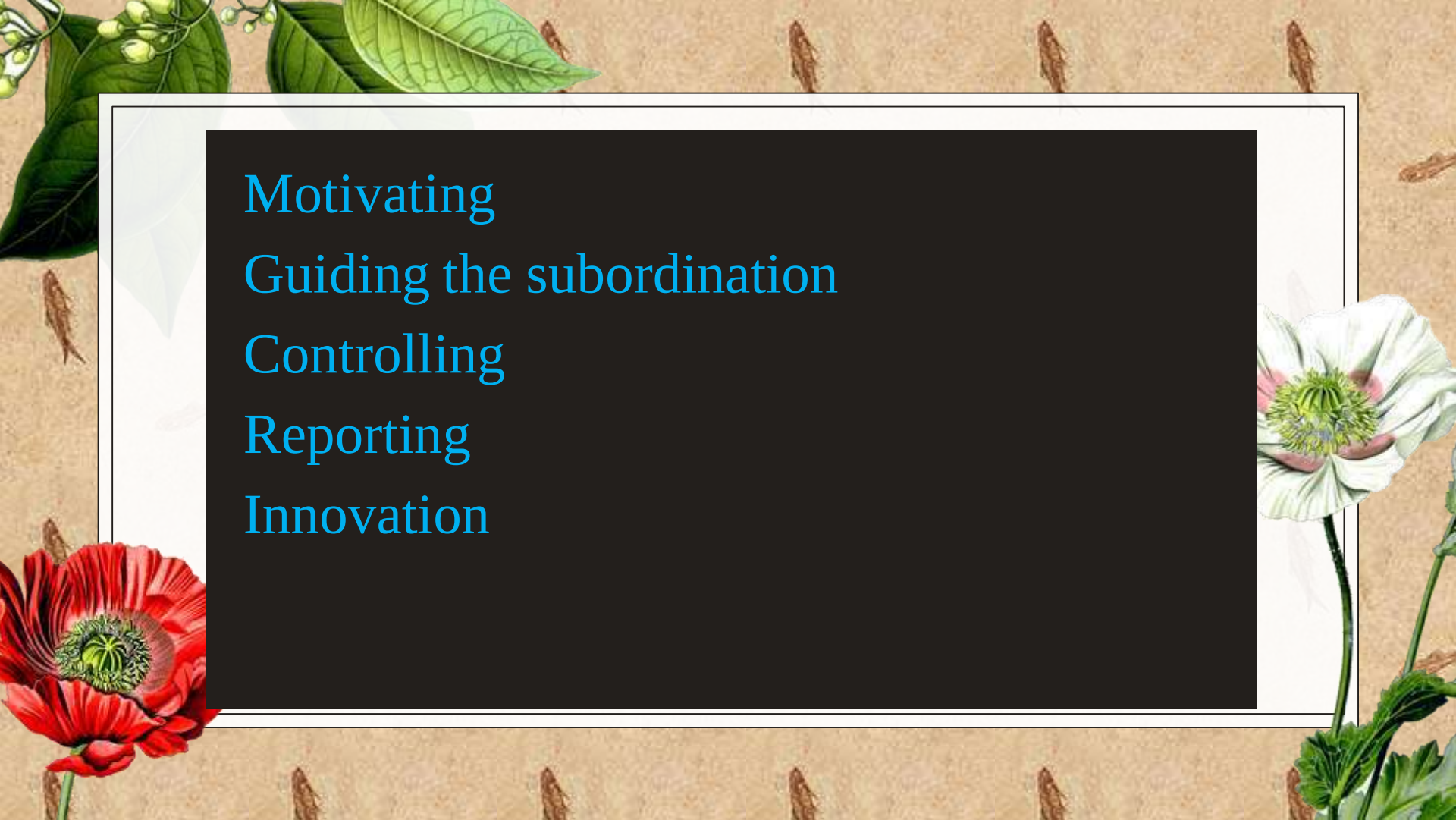
**Organizing**

**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 colorful hearts in shades of pink, purple, yellow, and orange. The background of the entire image is a bright orange color, decorated with various botanical illustrations. On the left, there is a large yellow hibiscus flower with a dark red center. Above it is a pink hibiscus flower. To the right, there are green leaves and white flowers, possibly from a citrus tree. At the bottom, there are green leaves and small red flowers. The overall composition is bright and cheerful.

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# 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

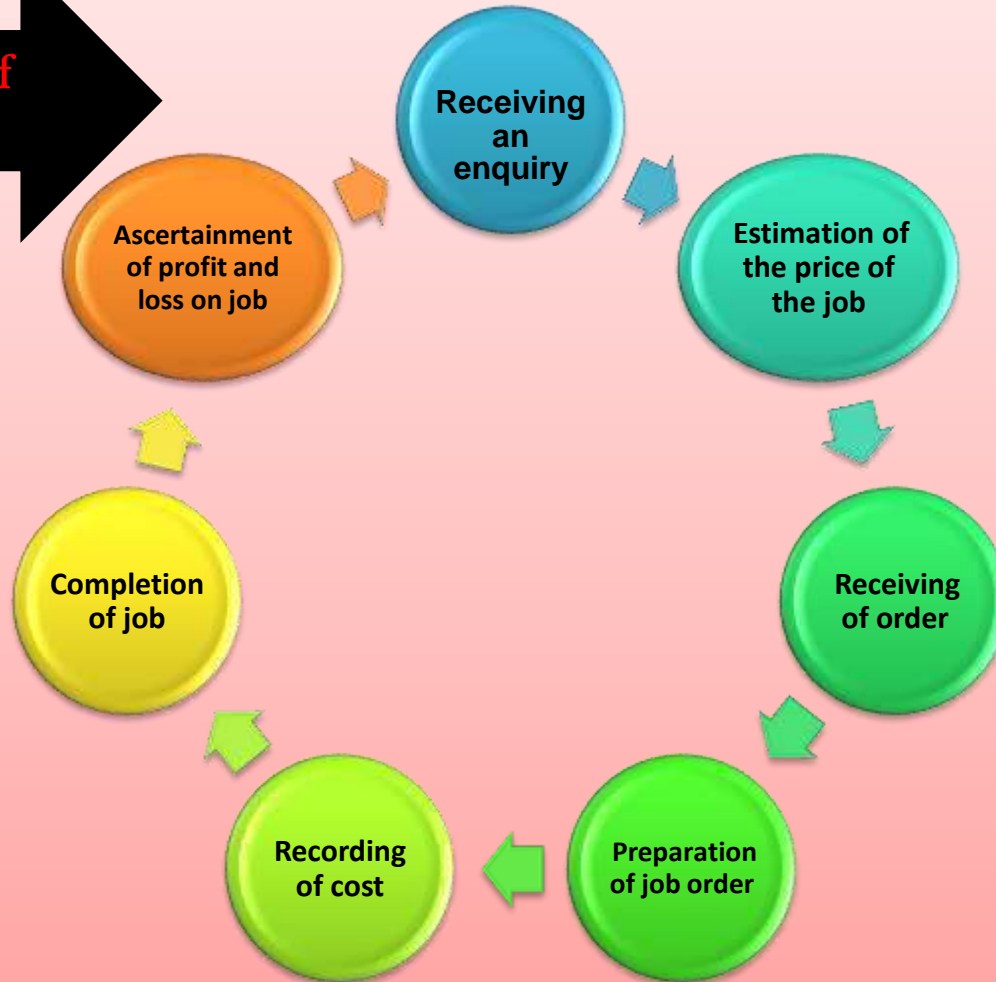




## Purpose/Objectives of job costing

- 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

