



INSTITUTE OF ACTUARIAL
& QUANTITATIVE STUDIES

Subject: Psychology

Chapter: Full portion

Category: Assignment Solutions

Answer 1:

Self-managed work teams are managed by 10–15 people who take up responsibilities of their former supervisors. Given authority to implement their solutions and held responsible for the outcomes. Tasks include: planning and scheduling of work, assigning work to members, making operating decisions, identifying solving problems, dealing with suppliers and customers. Given the freedom they desire. Role of supervisor as well as position can dissolve. Negative aspects: Conflict, Cooperation and power struggle, Absenteeism and turnover.

Answer 2:

Distributive bargaining is “negotiation that seeks to divide up a fixed amount of resources. It results in a win/lose situation”. Characteristics of distributive bargaining: goal – get as big a part of pie as possible, motive is win/lose, take positions of how far they are prepared to go in bargaining, opposing interests, relationship is short-term, there is very little information sharing. Two important points: Target point – point which bargaining party wants to achieve; Resistance point – Lowest point acceptable for the party. The area in between is the settlement range. For bargaining to be successful, there must be some overlapping of the two parties’ aspiration range.

Answer 3:

Emotion regulation is the effort put by the person to identify and modify his emotion. It is done through: Generation of positive thoughts or distraction or looking at a situation with a new perspective or using relaxation techniques like yoga or meditation. Research has found: People who are high on neuroticism find it more difficult to regulate their emotions, people who have a low self esteem face more sad moods and do not alter it. Drawbacks: Emotion regulation can be exhausting, sometimes trying to change an emotion makes the emotion stronger, suppressing negative emotions is difficult and it can trigger more negative emotions, seeking positive emotions is a better way to deal with negative emotions than to regulate negative emotions.

Answer 4:

Environmental stressors: There are three types of environmental stressors:

- i. Economic Uncertainty – Economic downturns affect businesses. Employees can feel high levels of stress and pressure when the economy is in bad shape. This is because of job insecurity.
- (ii) Political Uncertainty – Employees feel less stress under stable political conditions. Political instability like increase in terrorism etc can cause high levels of stress.
- (iii) Technological Uncertainty – Rapid changes and advances in technology holds a threat to employees. Constant and rapid changes may make an employee's skills outdated and that can cause stress.

Answer 5:

Decision-making: In positive moods, people use heuristic and rule of thumb to make decisions, which makes decision making quicker and better. Managers problem solving improves when in a positive mood. Depressed people make poorer decisions as they process more information and look at way too many options. They search for perfect solutions that don't exist.

Answer 6:

A. Compromising: Moderate levels of cooperativeness and assertiveness. Both parties give up something and agree to share the object that is the cause of conflict. No clear winner or loser. Neither party is satisfied.

B. Competing: Assertive but not cooperative. Aggressive and dominating style. Satisfying personal goals is the main objective. Little or no concern for the opposing party.

C. Avoiding: Person is unassertive and uncooperative. Little concern for himself or others. Withdraws physically and mentally. Suppresses conflict by either ignoring the conflict or keeping away from the source of conflict.

Answer 7:

(a) Potential Opposition: Communication barriers – Misunderstanding, inadequate information. Structural barriers – Lack of goal compatibility, ambiguity over duties and responsibilities, rewards are all-or-none. Personality barriers – differences in values and beliefs, the manager is authoritarian and dogmatic.

(b) Recognising disagreements between Shivam and the manager, Discussing the differences, Recognising cultural differences – Shivam letting the manager know the times in which they worked are different now.

(c) Integrative bargaining requires both to have good will for each other. Both have a win/win outcome in mind. Interests can be made congruent, understanding each other, sharing information with each other and engaging with each other. Must be willing to share information, be understanding, honest, sensitive, must trust each other, must be flexible. Focusing on interests rather than issues, not settling for compromise.

Answer 8:

(a) Definition: Emotional Intelligence (EI) is a person's ability to perceive emotions in the self and others, understanding the meaning of these emotions, and regulate one's emotions accordingly. According to the cascading model of EI states that individuals with emotional intelligence demonstrate conscientiousness, cognitive ability, and emotional stability.

(b) Emotional intelligence has intuitive appeal, it is a good predictor of job performance, it is biologically based. It can be used for jobs that require high social interaction level and in employee selection, it helps in decision making, creativity, negotiation, motivation, customer service, as well as leadership skills.

(c) Criticisms of EI are that it lacks proper definition and hence is not as scientific as it appears on the surface, there is no proper definitive way to assess it. It cannot be measured, it can just be gauged through observation which is not accurate. It is an old phenomenon being projected as brand new.

Answer 9:

Problem solving teams are groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and work environment. Share ideas and offer suggestions on how work processes and methods can be improved. Have limited authority, to implement the suggestions given, have to consult higher authorities before doing so.

Answer 10:

[Any two of the following can be mentioned] Family Problems – Quarrel in household, divorce, illness of a family member, strained relationship between parents and children, undisciplined children, handicapped children or mentally retarded children. Financial Problems – High cost of accommodation and living, additional work along with regular jobs can make it difficult to have a personal life. Poor money management. Personality – Personality of people can make them more vulnerable to stress, some people focus more on negatives than positives.

Answer 11:

Emotions are defined as intense feelings that are directed at someone or something. Moods are defined as feelings that tend to be less intense than emotions and that lack a contextual stimulus. Emotions are targeted at a specific target, they are reactions to a stimulus, they are action-oriented, and they are fleeting. Whereas moods have no specific reason, they are more long lasting, and they are at a more cognitive level.

Answer 12:

Behavioural effects of stress are reduced productivity, absenteeism, employee turnover, changes in eating habits, stammering, drug use, sleep disorders, excessive drinking, excessive smoking, and poor interpersonal relations.

Answer 13:

[Any 4 of the following to be mentioned] Conflict management techniques:

- i. Problem solving – have discussions face to face and then come up with solutions to solve the problem.
- ii. Superordinate goals – make shared goals, so everyone has to work together and cooperate with each other.
- iii. Expansion of resources – Increasing the availability of resources to make sure there is no conflict and a win-win situation is created.
- iv. Avoidance – individual withdraws from conflict.
- v. Smoothing This technique focuses on the common interests between the conflicting parties and downplays the differences.
- vi. Compromise – each party in the conflict gives up something that is important and of value to them in order to reach a settlement.
- vii. Authoritative command: The management takes charge of the situation and uses its authority and power to resolve the conflict. The decision is then communicated to the conflicting parties.
- viii. Altering the human variable: Often conflicts are because of personal factors. This technique attempts to change faulty attitudes and behaviours through human relations training.
- ix. Altering the structural variable: Making changes in the organisational structural variable. People are transferred, jobs are redesigned, interaction patterns are changed in order to reduce conflicts.

Answer 14:

Motivation: Positive moods increase motivation and lead employees to work harder. Raises expectation for success, positive feedback leads to positive emotions which improves employee performance. Employees are more motivated to help their co-workers when they are in positive moods/emotions.

Leadership: Leaders are more effective when they are excited, happy, and in positive moods. This helps in increasing the efficacy of their followers. Leaders should communicate their vision to the employees in an appealing way which is done through positive moods. Good leaders instil optimism and enthusiasm. It also leads to more positive interaction.



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