



Subject: Psychology

Chapter: Unit 1

**Category: Practice question 1
Solution**

Solution 1:

As per Henry Mintzberg, managers perform 10 different but highly interrelated roles. These roles can be grouped into 3 categories :-

Interpersonal roles:a) **Figurehead**

Duties that are symbolic, ceremonial, routine due to social or legal duties

Eg. orientation on the first day of college

b) **Leader**

Includes hiring, training, motivating and disciplining employees.

c) **Liaison**

Develop and maintain a network of people both inside and outside the organization who will provide information and favours.

Eg. sales managers obtaining information from the quality control manager - internal liaison

Eg. sales manager connecting with other sales executive through a marketing trade association- external liaison.

Informational roles:a) **Monitor**

Receiving information from various sources inside and outside the organization about the competitors and their planning, changes in public taste, etc.

b) **Disseminator**

Sharing the information received from above sources to other members of the organization

c) **Spokesperson**

Shares information to outsiders on organization's plans, policies, actions and results. Thus representing the company to outsiders.

Decisional rolesa) **Entrepreneur**

Study the environment and organization, in order to look for opportunities and start new projects.

b) **Disturbance handler**

Take Necessary corrective measures when faced with unexpected problems

c) **Resource allocator**

Distributing human, physical and momentary resources to bring the organization maximum benefits.

d) **Negotiator**

The manager negotiates and bargains for the benefit of his own unit or organizations

Solution 2:

A manager is a professional who takes a leadership role in an organisation and manages a team of employees.

According to Henri Fayol, a French industrialist, the five management functions but these have been revised by the modern management gurus.

- **Planning :**

Planning is the process of determining an organisation's goals and how to achieve them.

Managers brainstorm different alternatives and then choose the best course of action. They help in making strategic decisions that set a direction for the company.

While planning, the managing director can allocate resources as per the project needs.

Here are the several types of planning they may perform:

1. Strategic planning
2. Tactical planning
3. Operational planning
4. Contingency planning

- **Organizing :**

Organizing involves delegating tasks, keeping in mind your team's strengths and weaknesses. It may also mean reassigning tasks or adding more team members to achieve a specific goal

As a manager, it's important that you have organizational skills to help you plan and improve your workflow.

Here are some skills that may help you stay organized:

Scheduling

Time management

Goal setting

Record keeping

Event coordination

Deadline management

Filling

Project management

- **Leading :**

To achieve organisational goals, managers promote a teamwork environment that fosters cooperation and loyalty. As a leader, it's important that you feel confident and comfortable delegating tasks and following through to see that they achieve the objectives.

There are several approaches to leading:

Coaching

Directing
Supporting
Delegating

- **Controlling :**

Controlling involves taking the necessary action to ensure that the company achieves its goals and objectives.

If the project is going differently from planned, the manager can make adjustments.

Typically, controlling pursues that everything works efficiently. Some of the adjustments you can make include:

Staffing adjustments

Budget adjustments

Solution 3:

OB is "a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness."

Organizational behavior is an applied Behavioral science built on contributions from a number of disciplines.

They are :

- **Psychology :**

A science that seeks to measure, explain and sometimes change the behavior of human and other animals. – Definition

The contribution of psychology is on a micro or individual level.

Early organizational psychologists studies the problems of fatigue, boredom and other working conditions that would impact efficient work performance.

More recently, their contributions include learning, motivation, perception, personality, emotions, training, leadership effectiveness, job satisfaction, decision making process, performance appraisal, recruitment techniques, attitude measurement, work design and job stress.

- **Sociology :**

The study of people in relation to their social environment or culture. – Definition

Sociologists have studied group behaviors in formal and complex organization and made their contributions in the following areas:-

Intergroup behavior, organizational culture, organizational theory and structure, organizational technology, power and politics, conflicts.

- **Social psychology :**
Social psychology studies how people influence each other by combining concepts and ideas from psychology and sociology to understand people's influence on one another.
One major area of study is change - how to implement it and how to reduce barriers to its acceptance.
Social psychologists have contributed in the following areas:- identifying communication patterns, group behavior and processes, building trust, decision making, power, conflicts, etc.
- **Anthropology :**
The study of societies to learn about human beings and their activities. – Definition
Anthropologists have contributed in the following areas:-
Differences in values, attitudes and behavior of people in different countries and within different organizations, different organizational culture and climate.

Solution 4:

Workforce diversity means differences in people working in the organization such as in terms of age, race, culture, gender, values, education, geography, income, and so forth.

1. Gender

- Rapid growth of women in the workforce causes attention on issues such as child care, maternity leave, sexual harassment, etc.
- To be effective, managers should ensure equal opportunities and no discrimination

2. Age

- Handling a young workforce is a big challenge as they are at their peak with regards to earnings, savings and productivity. Eg India
- Handling an aging workforce is a big challenge as they require strategic motivation and may lack adaptability. Eg US
- To be effective, managers need to work on strategies that strike a balance of age groups.
- What are the attributes that older workers bring to the job?
- What are the attributes that younger workers bring to the Job?

3. Urbanization in India

- As people are moving to the cities, the standard of living is getting compromised and the cost of living is increasing.
- What are the problems caused by urbanization?

4. Race & Ethnicity

- Race is associated with biology and heritage they belong to. Ethnicity is set of culture that overlaps with race. Eg. Asians, blacks.
- Racial discrimination may impact promotion decisions, pay scales, recruitment, etc.
- To be effective, managers need to follow laws and highly structured methods against race and ethnic discrimination.

- Managers should create a feeling of inclusiveness known as a positive diversity climate

5. Understanding religion

- Religious and non religious people question each other's belief system.
- People of different religions have conflicts over faith.
- There should be no discrimination based on their religion.
- Managers should develop sensitivity to the rituals/customs, dressing (turban, hijab), festival days ,etc

Solution 5:

Ethical dilemmas are "situations in which individuals are required to define right and wrong conduct."

Some common ethical dilemmas are:-

- **Whistle blowing** - should report or ignore happening in the organization?
- **Politics** - whether to play politics to advice their careers?
- **Manipulation** - manipulating feedbacks and reports for ulterior motives.

Coping up with ethical dilemmas:

- **Code of ethics** - constitutes of clearly written ethical and unethical behaviour. This is widely spread among employees.
- **Seminars** - Managers conducts seminars, workshops, training programs to improve ethical behaviour.
- **Protective mechanisms** - Employees can report cases of unethical behaviour anonymously.

Solution 6:

Attitudes are "evaluative statements - either favourable or unfavourable - concerning objects, people or events. They reflect how one feels about something."

OR

Attitudes are the feelings and beliefs an individual has towards a particular object, place, thing, or another person.

Attitudes are complex. In order to fully understand them, we must consider their properties.

- **Cognitive component** - how we think about someone or something. It is the description or belief aspect. Eg. My pay is low.
- **Affective component** - how we feel about someone or something. It is the emotional aspect. Eg. I am angry over how little I am paid.
- **Behavioral component** - how each towards someone or something. Eg. I am going to look for another job that pays better.

Solution 7:

The degree to which a person identifies with a job, actively participates in it and considers performance important to self worth. - ROBBINS AND JUDGE (2013)

Characteristics of job involvement:-

1. Identity

Strongly identify with and care about the work they do. High level of belongingness to the organization.

2. Psychological empowerment

Employees feel they make a difference to their organization and hence experience a sense of competence and autonomy.

3. Participation

Enjoy participating in decision making and have high growth needs.

4. High performance and low absenteeism

Rarely late or absent at work and have a strong desire to be high performers.

Solution 8:

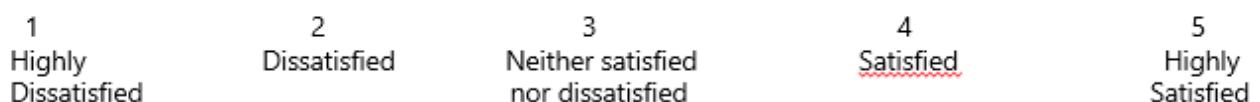
A positive feeling about one's job resulting from an evaluation of its characteristics. – Definition

2 Methods used to measure job satisfaction are:-

i) SINGLE GLOBAL RATING

A response to one question, such as "All things considered, how satisfied are you with your job?"

Respondents circle a number between a scale of 1 to 5.



ii) FACET RATING

- Key elements of the job are identified, like pay, nature of work, supervision, culture, promotion opportunities, etc.
- Employees rates his feelings for each of the job elements/facets on a standardised scale
- All the ratings are added to obtain the overall job satisfaction score.