

<ADMINISTRATIVE BEHAVIOUR>

Decision-making : (Robbins)

- Rational decision-making model — 6 steps → Define prob → Identify decision criteria → Allocate weights to criteria → Develop alternatives → Evaluate alternatives → select best alternative
- Bounded Rationality — simplified models, essential features
- Intuitive Decision-making : non conscious process created from distilled experience.

• Biases and Errors in Decision-making

- Overconfidence Bias
- Anchoring Bias
- Confirmation Bias
- Availability Bias
- Escalation of Commitment
- Randomness Error
- Winner's curse
- Hindsight Bias

• Influences on decision making

Individual Differences

Personality

e.g.
achievement striving → Escalation comm.
dutifulness → " "
Self esteem → self serving bias
(blame others take credit)

Gender

e.g. women
↳ ↑ Rumination

Org constraints

- Performance evaluation
- Reward Systems
- Formal Regulations
- Systems — imposed time constraint
- Historical Precedents

- Barriers to effective commⁿ - Filtering, Selective Perception, Information overload, Emotions, Language, Communication Apprehension, Gender Differences, "Politically Correct" Commⁿ,

MOTIVATION

- Chris Gardner - In Pursuit of happiness
- Motivation is the processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal.
- Early theories
 - > Abraham Maslow's Hierarchy of needs

Physiological, ~~safe~~ safety, social, esteem, self actualization

lower order needs higher order

No empirical substantiation
 - > Clayton Alderfer's ERG theory
Existence, Relatedness, Growth
 - > Douglas McGregor's Theory X
 &
 Theory Y
 - > Frederick Herzberg's Two factor Theory / motivation-hygiene theory
no dissatisfaction ≠ satisfaction
diff causes for satisf & dissatisf

- Self-Efficacy Theory — Yes I can!
complementary to GST. — Albert Bandura

To increase self efficacy — 4 ways

- Enactive mastery
- Vicarious modelling
- Verbal persuasion Pygmalion effect
- Arousal Galatea effect

some scholars → intelligence, personality → self efficacy

- Reinforcement Theory : behaviour is a function of its consequences

- behaviour caused environmentally
- ignores inner state of individual

- Equity Theory : individuals compare ~~output/input~~ $\left(\frac{\text{outcome}}{\text{input}} \right)$ with others and ~~must~~ respond to eliminate inequities

LEADERSHIP

✓ The ability to influence a group towards achievement of a vision or set of goals.

✓ leadership v/s mgmt

Kotter leadership : change
mgmt : complexity

Robert House leaders : provide the vision & strategy
mgmt : implements vision & strategy

✓ all leaders aren't managers & vice-versa

✓ Trait Theories : Personal qualities & characteristics that differentiate leaders from others.
upto late 1940s

- isolating traits → leadership — confusion

- better results, under Big 5 personality framework

through grouping

extraversion ✓ → (emergence rather than effectiveness)
conscientiousness
openness to experience
agreeableness
emotional stability } not a very strong correlation

- Recent studies → another trait → EI (emotional intelligence)

Why? → ∴ EI ≡ empathy → effectiveness as a leader
more investigations needed.

↳ traits can predict emergence of leaders, appearance of leadership, but can't predict effectiveness of a leader.

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- what trait and behavioural theories miss out on is consideration of the situational factors / context that influence success or failure.

CONTINGENCY THEORIES : Fiedler Model and Situational leadership theory

- Fred Fiedler → first comprehensive contingency model for leadership.

↳ Fiedler Contingency Model : effective group performance depends on the proper match b/w the leader's style and the degree to which the situation gives control to the leader.

↳ Identifying leadership style : Least preferred coworker (LPC) questionnaire → 16 questions

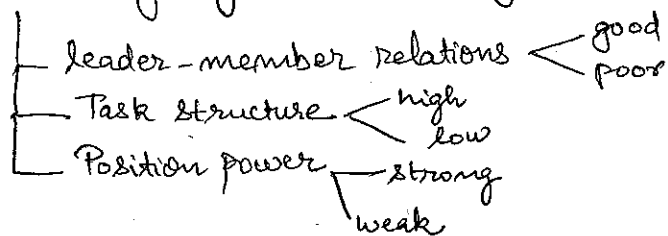
LPC described in favourable terms : respondent relationship oriented
 " " " unfavourable " : " task "

16% respondents = middle range → can't be classified.

Fiedler : individual's leadership style is fixed

∴ if situation demands task oriented and leader is rel. oriented
 ↳ modify situation or change leader.

↳ Defining the Situation — 3 contingency dimensions / key situational factors



evaluate situation in

these terms → favourable or unfavourable

Matching leaders and situations

Fiedler : Task oriented leaders perform best in situations of high and low control. Relationship oriented leaders perform best in moderate control situations.

EVALUATION : ample evidence; practicability issues; unstable LPC scores; complexity of contingency variables.

EVALUATION : complex, testing difficult, mixed evidence

Summary of contingency theories:

- results not as good as hoped, Fiedler's LPC fared well.
- Limitation : followers ignored. All followers treated in same manner. Assumption is that leaders use homogenous style with all people (which is not correct)

Leader-Member Exchange Theory (LMX)

- theory that says that leaders create in-groups and out-groups;
- because of time pressures — special relationship with small group of followers.
- in-group : ↑ performance rating, ↓ turnover, ↑ job satisfaction.
- self fulfilling prophecy : leaders invest resources in those they expect to perform best

Decision Theory : Vroom and Yetton's Leader-Participation model

- provides a set of rules to determine the form and amount of participative decision making in different situations.
- 5 leadership styles, 12 contingency variables.

ACCOUNTABILITY AND CONTROL (Lakshminikanth Ch-5)

- Accountability: obligation of administrators to give satisfactory account of their performance and manner of exercise of powers conferred on them

- Accountability vs Responsibility:

L.D. White → Responsibility is sum total of all factors (legal, judicial, etc.) by the means of which public officials may be held accountable for public official actions.

Pfiffner → Responsibility different from accountability
Accountability is the ^{formal} legal and procedural basis of enforcing responsibility.

'A' refers to formal and specific location of 'R' whereas R has a highly personal, moral quality not necessarily related to formal status or power.

- CONTROL

- accountability enforced through various controls.

- control mechanisms → admin in check.

- Lord Acton: 'Power corrupts and absolute power corrupts absolutely'
⇒ need for control against despotic exercise of power

- types

Internal

operates from within the admin machinery

works automatically, spontaneously and constantly with the movt. of the machinery

techniques: Budgetary system, ACR, Personnel mgmt., hierarchical order,

External admin control

operates from outside the admin machinery

laid down by the Constitution of a country

agencies exercising ext. control → legislature, executive, judiciary, citizen.

- Presidential System: Pg 211 (Lk)

- Theory of separation of powers

Prez: fixed tenure of 4 yrs
(Congress can impeach for
treason or corruption)

Executive: Prez and his ~~sec~~
↑(separate) Secretaries

Legislature: Congress = HoR + Senate

— x — x — x —

Rest marked, scribbled in books : Refer syllabus.