



ORGANISATIONAL BEHAVIOUR

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SULTAN CHAND & SONS

ORGANISATIONAL BEHAVIOUR

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Preface

However technically sound and advanced could the global corporate houses be, steering them with drones and Artificial Intelligence (AI) may be an exaggeration. The knowledge about the Thomas Friedman's 'flat world' may support to an extent such incongruity, yet the challenges of the 'hour-glass organisational framework' that is triangulated with 'people, performance and time' will make them cease to exist sooner. Human behaviour is the most complex and unpredictable of all the inputs. Adding to it, the current scenario of dynamic technology. Combined together the effects on organisations will be dramatic and challenging to sustain, compete and grow. There is no embroidery to articulate the hiccups of 'managing people by understanding their motives' and certain to navigate through utopian paradox. Nevertheless, the field of Organisational Behaviour (OB) as a 'discipline of the dots', continue to ignite interests for those curious minds and uncover its resplendent nature, through its enticingly deep and confounding magnitude to scale up.

We (the authors) have attempted in this 'maiden effort' to unravel the concepts of OB more thoroughly to the best efforts of our knowledge, experience and exposure while addressing the introductory level scholars. A good care has been taken to make the subject lucid, interesting by avoiding the dry recitation of facts, rather snipped through most updated illustrations and suitable examples from the real world scenario.

Furthering up in efforts to furnish in-text examples, every chapter begins with a 'boxed story-line' featuring the topic under discussion. The end of the chapter 'case for classroom' is certain to supplement teaching-learning process effectively. Thus, it is believed that this book of OB may be helpful primarily to students at undergraduate level as well as practitioners who are new to the domain of 'people management', while developing a solid ground and test the skills in applying passim their careers. The text matter is divided into five units comprising of 16 chapters and tried to cover the most relevant and current issues of OB.

The *first unit* initiates with the overview of OB, its significance in real world, the challenges it faces at every phase of lifecycle, the synergy of disciplines culminating to forge the field, and the models of OB as mandated by leaders of the yore. Also, the fundamental interconnectivity of OB with its predatory discipline 'Management' is discussed through the evolutions of management thought.

The *second unit* begins with 'individual' as central to the subject, and subsequently the insights of perception, attitude, etc., are being discussed appropriately.

The *third unit* sheds light on basics of group dynamics, communication, motivation and leadership which are vital in guiding the individual throughout.

Fourth and fifth units focus on the ground realities of power politics, organisational change, culture, interpersonal and intergroup conflicts, employee stress and expressions of organisational

culture. These units are quite generic and superficially touches the aspects which are, though unsavory in general, but are inescapable for every organisation and management dwindle to face them.

The scope of coverage is not beyond the obvious as that will help students gain on fundamental knowledge and address the issues relating to various behavioural implications under both specific and general connotations.

No subject can be encapsulated in entirety, hence calls for improvements and updations which would be possible only through constructive criticism and interesting suggestions from the student community as well as curious readers. Errors of omission and commission, if found, are the onus of authors and will ensure to rectify in future editions of the book.

Authors

Acknowledgements

At the outset, we feel privileged to acknowledge all the readers of this book and honour their critical comments to improve our further editions.

The unstinting support and cooperation from our beloved families, friends, and professional colleagues perhaps could give us the spirit to move ahead and pen down our experiences and experiments in this form.

In addition, all those published sources and internet of things which we duly referred and acknowledged in the references still need a special mention without which the source of our fundamental understanding of the subject would have been nebulous.

Finally, the publishers and the team needs a special pat on their back for their magnificent job in bringing out this book in an exemplary manner to see the light of the day.

Authors

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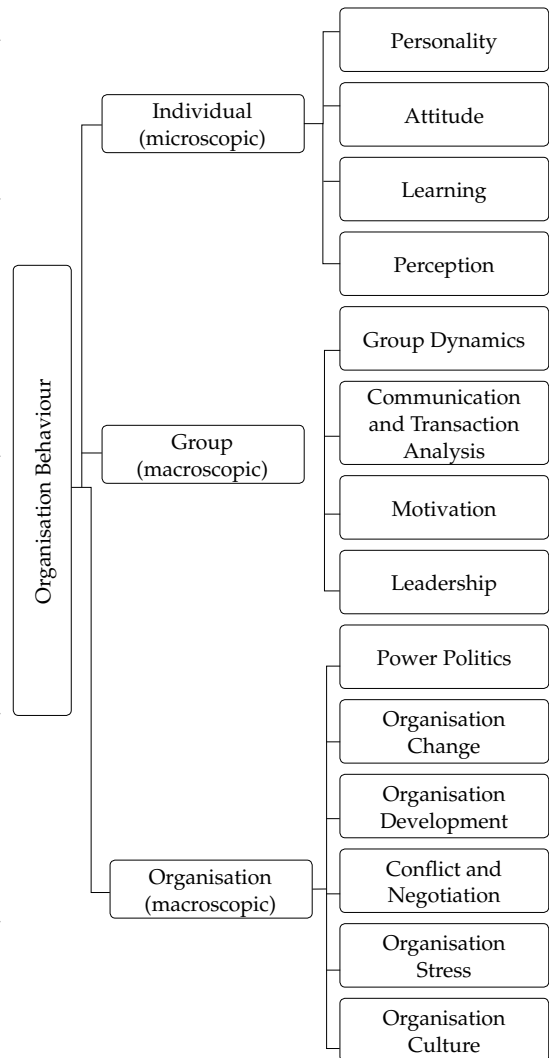
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Syllabus

University of Delhi B.Com. (Programme) CBCS

Unit I: Introduction

Organisational Behaviour: Concepts, challenges, and opportunities of OB. Contributing disciplines of OB. Organisational Behaviour Models.

Unit II: Individual Behaviour

Personality. Type A and B, Big Five Personality Types, Factors Influencing Personality.

Values and Attitudes, Concept and types of Values, Terminal Value and Instrumental Value. Components of Attitude, Job Related Attitudes.

Learning. Concept, Learning Theories and Reinforcement.

Perception and Emotion. Concept, Perceptual Process, Importance, Factors Influencing Perception. Emotional Intelligence.

Unit III: Group Decision Making and Communication

Concepts and nature of decision making process, Individual Vs Group Decision Making. Communication and Feedback, Transactional Analysis, Johari Window.

Unit IV: Motivation

Meaning and Importance. Equity Theory of Motivation, Vroom's Valency Expectancy Theory. Ken Thomas' Intrinsic Motivation Theory, McClelland's theory of Motivation. Motivation and Organisational Effectiveness.

Unit V: Leadership, Power and Conflict

Meaning and concept of Leadership. Trait theory. Transactional, Charismatic, and Transformational Leadership, Power and conflict. Power tactics. Sources of conflict, Conflict Resolution Strategies.

Unit VI: Dynamics of Organisational Behaviour

Organisational Culture and climate. Concept and Determinants of Organisational Culture. Organisational Climate. Importance, Meaning of Change, Individual and Organisational Factors to Stress. Prevention and Management of Stress.

GGs Indraprastha University – BBA (201): Organisational Behaviour

Unit I: Introduction

Concept and Nature of Organisational Behaviour; Contributing Disciplines to the Field of O.B.; O.B. Models; Need to Understand Human Behaviour; Challenges and Opportunities.

Unit II: Individual & Interpersonal Behaviour

Biographical Characteristics; Ability; Values; Attitudes-Formation, Theories, Organisation related attitude, Relationship between attitude and behaviour; Personality – determinants and traits; Emotions; Learning-Theories and reinforcement schedules, Perception –Process and errors. Interpersonal Behaviour: Johari Window; Transactional Analysis – ego states, types of transactions, life positions, applications of T.A. Case Study.

Unit III: Group Behaviour & Team Development

Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of teams; Building and managing effective teams. Case Study.

Unit IV: Organization Culture and Conflict Management

Organisational Culture Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation. Case Study.

Jamia Millia Islamia University, New Delhi
(BBA)
(w.e.f. Session 2016-17)
(CBCS)

Unit- I: Introduction to Organisation Behaviour

Meaning and concept of organisational behaviour, Importance of organisational behaviour, Key elements of organisational behaviour, Role of managers in OB, Relationship between management and organisational behaviour, Approaches to organisational behaviour, Challenges and opportunities for OB, *Personality*: concept, types and theories, *Learning*: concept and theories of learning, Meaning of organization design and structure, Basic elements of organization structure, Types of organization design. *Motivation*: Meaning, nature and importance of motivation, Theories of motivation – Herzberg’s Two Factor theory, Maslow’s Need Hierarchy theory, Alderfer’s ERG theory, Content & Process theories, Expectancy theory, Equity theory, Goal setting theory. *Leadership*: Meaning, styles and importance of leadership, Theories of leadership: Trait theory, Behavioural Theory, Contingency Theory, Hersey and Blanchard’s life cycle theory, Managerial Grid: Likert’s four systems of leadership, Contemporary issues in leadership: charismatic, transformational leadership.

Unit- II: Group Dynamics: Group Dynamics

Concepts & Theories, Formal & Informal Organisations, Determinants of group behaviour, Group processes and Decision making, Dysfunctional groups, Team work and its Importance in the organisations. *Organisational Power and Politics*: Concept, Sources of Power, Nature of organisational Politics, Distinction between Power, Authority and Influence, Approaches to power, Political implications of Power: Dysfunctional uses of power, Guidelines for developing political skills.

Unit- III: Organization Change

Nature of organisational change, Concept and forces of change, Resistance to change, Managing resistance to change, Implementing change, and Theories of change. Conflict Management: Organisational Conflict – Concept, nature sources, types, Dysfunctions of conflicts, Stages of conflict, Strategies of interpersonal conflicts, Process of conflict, Management of conflict, Resolution of conflicts, Negotiation.

Jamia Millia Islamia University, New Delhi
HRM Semester II
Organisational Behaviour and Employee Engagement

Unit I: Introduction to Human Behavior

1. Human Behaviour & Cognition: Basics
2. Concept & theories of Perception & learning
3. Concept & Theories of Personality
4. Concept and Importance of Leadership & Emotional Intelligence

Unit II: Motivation and Organisational Culture

1. Employee motivation: Concept and theories
2. Employee Morale and Job Satisfaction
3. Organisational culture: Definition, Components and Typologies
4. Cultural Change: Issues and Models of Cultural Change

Unit III: Introduction to Employee Engagement

1. Employee Engagement: Concept and Evolution
2. Developing Employee Engagement- Strategy
3. Measuring, Managing, Maintaining Employee Engagement
4. Employee Engagement and its Relationship with Improvement in Job Satisfaction, Productivity, Organisational Commitment and Retention

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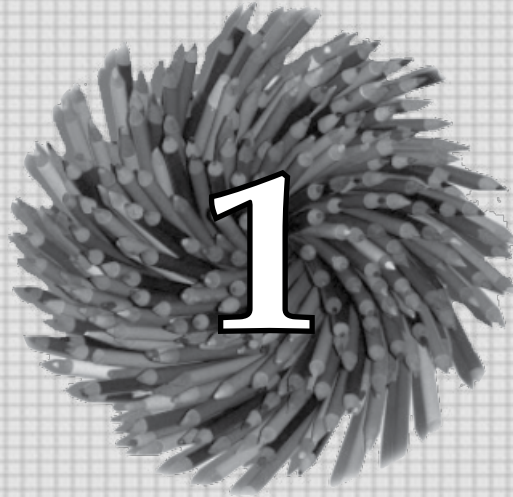
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OB: AN OVERVIEW

Unit - I

‘View at a Glance’

The Chapter helps you to:

- Define the scope of OB
- Understand characteristics of OB
- Know the Integration of OB with other disciplines
- Bring about the issues and challenges faced by a Manager today and advise how to tackle them
- Examine the significance of ‘models’ in OB
- Focus on some major skills and traits that leaders or managers use while adapting those Models



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EVOLUTION OF MANAGEMENT

'Tracing the Footprints'

The Chapter helps you to:

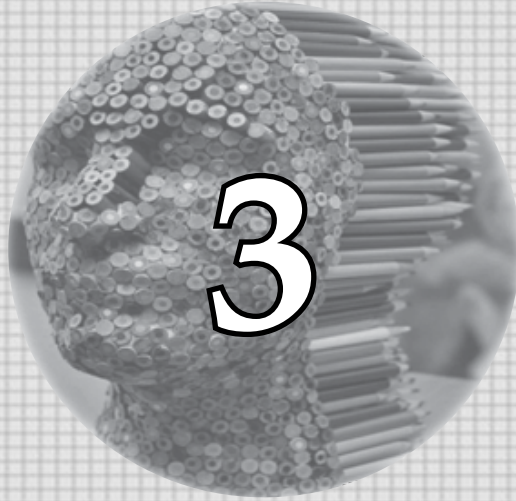
- Know the roots of management schools
- Understand major contributions in the recent past
- Compare and contrast between classical and neoclassical as well as modern schools of thought
- Bring about significance of systems and contingency theory in today's managerial echelons
- Examine how to interconnect the behavioural school of thought with OB as a separate discipline
- Explain variables that play a key role in systems school and debate on today's technology driven behaviour



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PERSONALITY

Unit - II

'Features to Shape'

The Chapter helps you to:

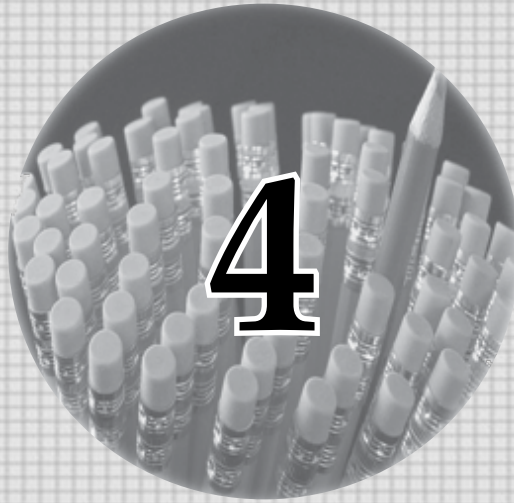
- Define personality
- Understand traits of a personality
- Know the theories of personality
- Bring about influencing issues of a personality
- Be aware of good and bad effects of a personality
- Focus on MBTI and the various styles to interpret



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ATTITUDE

‘Distinct Differentiator’

The Chapter helps you to:

- Define attitude and its relationship with personality
- Understand the major determinants of an attitude in an individual
- Know the approaches of positive and negative attitude
- Bring out differences in values, attitudes and organisational performance
- Examine the social systems framework that plays a key role in designing individual's attitudes
- Explain and illustrate Milton Rokeach and Vernon models of attitude formation



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LEARNING

‘Learn to Prosper’

The Chapter helps you to:

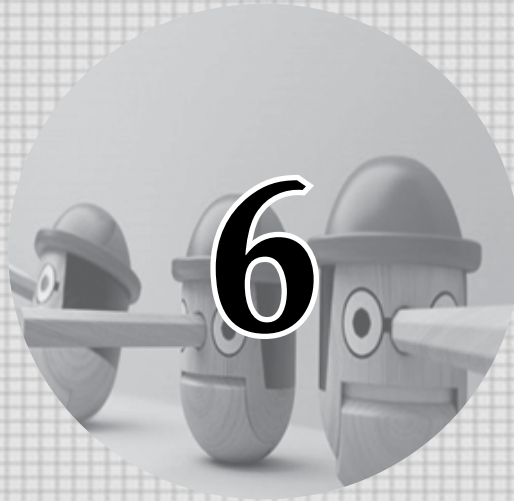
- Define and identify learning stages
- Understand ‘memory’ track of human beings
- Know the ‘mechanism of retention and forgetfulness in human beings’
- Identify the focus of learning theories and relate them to different situations
- Bring out essential factors of Pavlov theory of learning and how it is applicable to people in organisations
- Understand and examine the tools of social learning and virtual world today



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PERCEPTION

‘Insights to Perceive’

The Chapter helps you to:

- Define perception and sensation
- Understand how attitudes and perceptions are interlinked
- Know the various extra sensory perceptual influencing agents
- Bring about the issues and challenges faced by a people under the influence of hallucination and optical illusions
- Examine the significance of Emotional Intelligence in todays fast changing world
- Evaluate how would management be able to guide employees with high IQ and low EQ



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GROUP DYNAMICS

Unit - III

‘Collage to Collaborate’

The Chapter helps you to:

- Define group dynamics and group norms.
- Understand the difference between informal and formal groups.
- Know why people join groups.
- Learn the stages of group development.
- Differentiate group-think and group-shift.
- Learn how group cohesion affects groups.
- Learn how social loafing affects groups.
- Understand the process of group decision making.



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COMMUNICATION & TRANSACTION ANALYSIS

‘Mission to Message’

The Chapter helps you to:

- Define communication from today’s point of view
- Understand various types and forms of sending and receiving messages (relevant information)
- Know how to filter out the redundancy in the process of communication
- Understand how to bridge the information flow
- Be familiarise with the ‘techniques of communicating’ between individuals
- Examine how ‘transactions take place’ between people at different levels such as Parent, Adult and a Child



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MOTIVATION

‘Inspire to Perspire’

The Chapter helps you to:

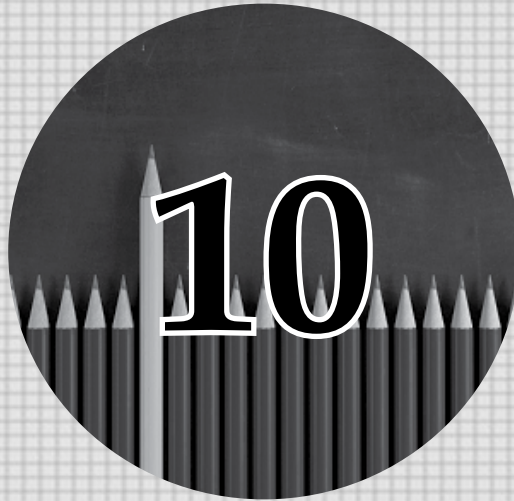
- Define ‘motives and instincts’
- Understand how individuals get motivated to do their tasks
- Know various theories of motivation that are applied over the years by management practitioners at workplaces
- Bring about differences between Maslow’s and Herzberg theories
- Apply the theories in today’s digital world to manage and improve productivity of people
- Examine Vroom’s model, Porter and Lawler’s models of motivation under the given conditions



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LEADERSHIP

'Lead not be Lead'

The Chapter helps you to:

- Define leadership and ingredients of a 'leader'
- Understand most sought traits of a good leader
- Know the Theories of leadership
- Bring about essential influencing factors of a leader that makes him differ from managers
- Examine the Managerial Grid approach to leadership
- Compare and contrast the Path Goal theory, with other Contingency and systems models of leadership
- Observe how can these models help the leader-manager in performing his duties effectively in today's turbulent times



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unaccounted hitherto. Eventually they gain charisma and move ahead in the groups. In fact, the research suggests, that charismatic leaders will have very high levels of 'referent power' and that some of the power comes from their need to influence others. Thus, such leaders have "extremely high levels of self-confidence, dominance, and a strong conviction in the moral righteousness of their belief systems". These leaders communicate a vision or higher level goal that captures the commitment and energy of followers. They are careful to create an image of success and competence and to exemplify in their own behaviour the values they espouse. They also communicate high expectations for followers and confidence to perform as expected. Most of the current as well as yesteryear corporate CEO's who gained success either through transforming mechanisms, or through novel means of directing their teams successfully can be labelled as charismatic leaders. Lakshmi Mittal, Mukesh Ambani, Marks Zuckerberg, Jeff Bezos, Warren Buffett, etc., all gained charisma through their remarkable achievements. Transformational leaders want to transform their teams and organisations, while leaders who rely on charisma often focus on themselves and their own ambitions, and they may not want to change anything. Charismatic leaders get trapped in the myths of rendering 'mystically' which is why followers admire and acknowledge their outcomes. With the result, they may lose their charm and get faded sooner if no adjustments are done to their aperture globally. Former CMs N.T. Rama Rao, and Ms. Jayalalitha, stand testimony to such phony opinions on their 'charismatic leadership' outcomes, and lost their positions. Other negative shades of charismatic leadership can be that 'leaders get disconnected' to the groups and consider it as their solo terrain to perform and prove. This will develop a haughty appeal amongst the leaders and end-up being a 'Rambo' with none around. A charismatic leader can drum up high levels of obedience which can be risky for the future of the organisation. Dr Martin Luther King Jr., Jack Welsh and Charles Manson are other instrumental personalities to be counted in this list of charismatic leaders.

Transactional Leadership

This is more conventional style of leading where managers engage in task and considerate behaviour in an exchange format. Perhaps the leaders spell out 'pure transactions' between the team and self. The origins of this leadership are traced to Bass model of transformation and transaction leadership framework. This theory revolves around dimensions of transactional leadership, viz., contingent reward, and management by exception (active and passive). This style starts with the idea that team members obey their leader when they accept a job. The "transaction" usually involves the organisation by rewarding suitably for the efforts they put in. The leader has full authority to admonish the team members if the work done is below the standards determined. This leadership style is not uncommon among all business houses, situations, and offers few benefits. For example, it clarifies everyone's roles and responsibilities. And, because transactional leadership judges team members on performance, people who are ambitious or who are motivated by external rewards – including compensation – often thrive. The drawback of this style is that, it can be chilling and amoral, and may lead to high staff turnover. It also has serious limitations for knowledge-based or creative work. As a result, team members can often do little to improve their job satisfaction.



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POWER POLITICS

Unit - IV

'Abuse, Misuse and Use'

The Chapter helps you to:

- Define power and politics
- Understand the mechanism of power to influence the people to perform
- Know the nuances of 'power and its implications' over the leaders behaviour
- Bring about the integration of power with political thoughts of people working under different domains
- Know the ill effects, good politics and bad power in any organisation
- Examine how to balance the power and manage the people at work



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12

ORGANISATION CHANGE

‘Adapt or Perish’

The Chapter helps you to:

- Define the dimensions of ‘change’ in an organisational context
- Understand the essential ‘process involved in bringing out change’ at work
- Know the reasons and apprehensions to resist change by people at work
- Familiarise with the means to manage change
- Understand how group dynamics can better help in streamlining the change process
- Shred the fears of ‘technology changes’ over the behavioural implications at work



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ORGANISATION DEVELOPMENT

‘Beyond the Boundaries’

The Chapter helps you to:

- Define OD and differentiate it with individual growth
- Understand the objectives of OD
- Know the OD interventions
- Understand how organisation culture and climate can influence the process of OD
- Examine the tools to ensure OD happen effectively in turbulent times
- Illustrate how Job enlargement and Job enrichment can be linked to OD process



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CONFLICT & NEGOTIATION

Unit - V

‘Bargain for Better’

The Chapter helps you to:

- Define the nature of ‘conflict’
- Understand the reasons of conflicts at work
- Analyse the process of organisational conflict
- Bring about different strategies to overcome the conflicts
- Know how the conflict resolution take place in organisations
- Familiarise with conflicting situations and coping strategies



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ORGANISATION STRESS

'Cope to Compete'

The Chapter helps you to:

- Define 'stress' and 'distress'
- Understand the causes of creating stress
- Relate the job roles, responsibilities and environment to 'stressful' conditions at work
- Bring about the means to 'cope with stress'
- Be aware of 'work-and-home' balancing theory to manage negative effects of stress
- Examine Type A and Type B personalities who are vulnerable to stress

Snippet-15

The sudden lockdown announcement threw a bombshell on all of us that was inescapable. Inadvertently, we were put on the back-track and all our senses got stuck at a point. It was like a flight got hit by unknown object and the pilot suddenly grounds it with a big screech having no forethought to its consequences. Nevertheless, realising that “periods of jinx” would continue to be part of the forthcoming decade’s routine, the world began to reschedule.

The dawn with the kitchen and cooking, cleaning, desilt the wardrobes and baby-sitting, etc., all gradually became part of the ‘routine’ that previously was on maids’ shoulders. Though difficult but managed to overcome the inertia attached to indoor home science. Indulging kids and gossiping with old age parents, sharing those moments of joy was not experienced before and thought to be a tight-rope-walk. With little crunchy and munch perks, persuaded them to ensure smooth sailing succinctly and in harmony.

Working from home, no office desk, meetings through zoom, reporting through WhatsApp, marketing and publicity through Facebook, literally tuned the world digital. The initial period of lockdown was like a paid holiday, enthrallingly entertaining, but later as the pressures loomed over the head from the management to perform duties online, the pleasure turned into pressures. It was more stressful and frustrating when the management announced a pay-cut due to the impact of pandemic, downfall in revenues and cost cutting is mandatory. Some of the senior colleagues lost their jobs and few were asked to go on bench till further orders. This eventually left most of the working professionals in panic to overcome such sudden changes. There was hardly any time to restrain and react by the business and professional world and strategize the process of change. Alas, the world is witnessing the negative side of scientific research and the costs are insurmountable having a toll on the global economic and human health.

STRESS: THE OBVIOUS AND OBNOXIOUS

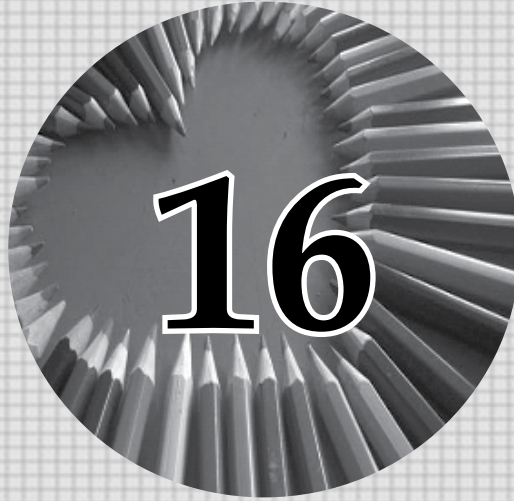
Life without stress is a dream. Even dreams at times are ‘dreadful and nightmarish’! Invariably, the life giving elements work as stressors. It is inescapable for any living being. Akin to a Lion’s roar in the jungle, stress in everyday life is essential to keep people on track. “No stress – no work, Good stress – good work and Bad stress – topsy-turvy.” Thus, stress act as an essential stimulant, and if exerted more than required result in suffering. At times, people attempt to move beyond the routine. The monotony in life too develops a feeling of suffocation amongst individuals. It doesn’t matter about the status of a person; everyone craves for some excitement in life. Perhaps, the degree of excitement differs and depends on the age group, economic factors, gender and other social parameters. In the process of fulfilling or chasing such exciting dreams, there is a probability of crossing the borders to cope and enter the red zone. Till then what was counted as excitement would turn into repression suddenly. The determinants may be trivial or profound. In whatever may be the case, they cause “distress”. It is not a clannish experience for anyone under those circumstances to feel blackballed, febrile and melancholic due to the trammels that gyrate around the workplace. This hostile feeling of being lascivious, sclerotic at the workplace is the outcome of ‘stress and strain’ that is confounded within their



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ORGANISATION CULTURE

‘Cultivate to Accustom’

The Chapter helps you to:

- Define ‘culture’ in general and how is different from organisation culture
- Understand various cultural dimensions at work
- Identify the role of fundamental values and vision in creating and sustaining culture
- Examine the types of organisational culture
- Analyse the impact of organisational culture on the performance of the organisation



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About the Book

Organisational Behaviour as a specialised discipline, continues to amuse the readers as well as researchers. The new paradigms always fine-tune the existing doctrines, applications, and mechanisms to ideally deal with people at work. The present book is simply not an addition to the shelf, rather unleashes the new dimensions of thought and actions in today's scenarios *vis-à-vis* new millennials. The book helps students, managers, and practitioners in understanding the fundamentals of 'managing people at work' with current perspectives.

The book encapsulates the entire syllabus of B.Com. (Program), B.Com. (H) of Delhi University, BBA, and BBM programs of various Universities in India. The subject is explained lucidly with the help of suitable examples and illustrations, depictions wherever essential. Some of the highlights of this maiden attempt of the authors are:

- Each chapter begins with a suitable 'story line' that captures the theme of the topic.
- Only Indian case studies are given at the end of the chapter for classroom discussion.
- Principles, and theoretical foundations are duly supported by figures and tables to make the learning simple.
- The influence of technology over behaviour is especially covered in depth with suitable illustrations.
- Book is flooded with more than 120 diagrams and comparative tables to make the material simpler and suit the exam orientation for easy recap.

The topics are sequentially and scientifically dealt so that reader's interest be maintained continuously. The individual behaviour (micro level) is discussed before embarking on the group behaviour (macro level) so that interconnectivity can be grasped.

However, there is a lot beyond the above list of credibility, presentation, language, short explanations, Indian examples, etc., are added to the flavour of the book. Hope the readers will find it more relevant, interesting, and contemporary in the field.

About the Authors

Amandeep Nahar is an Assistant Professor in the Department of Commerce at Sri Aurobindo College (Evening), University of Delhi. He has teaching experience of more than 15 years. He has contributed several articles and research papers in the National and International Journals of repute in the areas of Management, Organisational Behaviour and Human Resource Management.



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