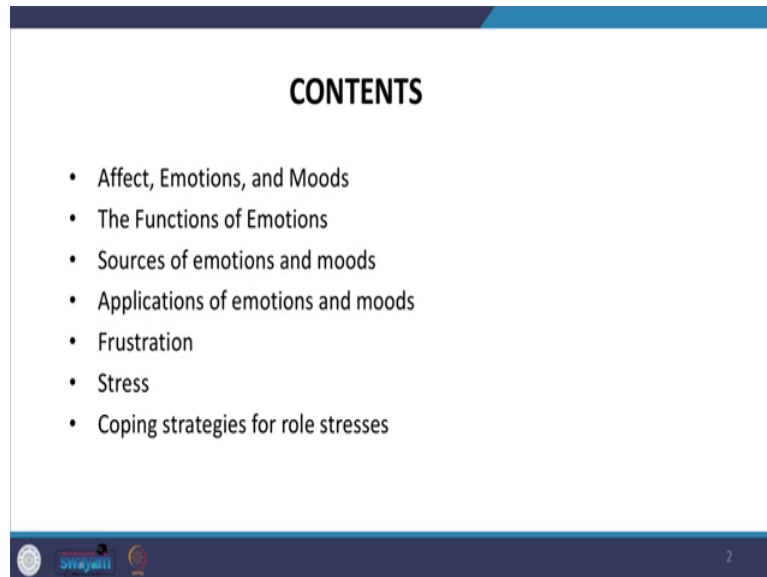


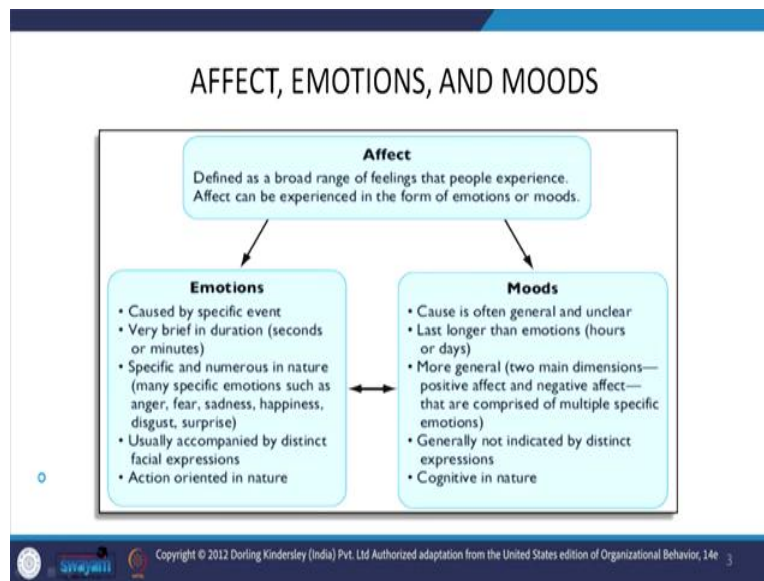
**Managerial Skills for Interpersonal Dynamics**  
**Professor Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**  
**Lecture 21 - Moods and Emotions – I**

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In interpersonal dynamics, the very important role is of the moods and emotions. And therefore, we are taking this particular session on the moods and emotion. And in which I will talk about the affect, emotions and moods, the functions of emotions, sources of emotions and moods, applications of emotions and moods, frustration, stress coping strategies for the role stresses will be there.

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So whenever we are talking about the affect, so how do we define the affect? So affect is defined as a broad range of feelings that people experience. Affect can be experienced in the form of emotions or the moods are there. So therefore in that case whenever we are getting the affect it is becoming the broad range of the feeling feelings are there. And this broad range of feelings are, they are the emotions and moods.

Emotions are caused by the specific event, very brief in duration, seconds or minutes. So therefore, these our emotions affected by any particular specific event. So then we will come further and we will talk about the positive affect and negative affect. The specific and the numerous in nature many specific emotions such as the anger, fear, sadness, happiness, disgust, surprise and already I have talked about the happiness and then I will also talk about later on the anger also in this course.

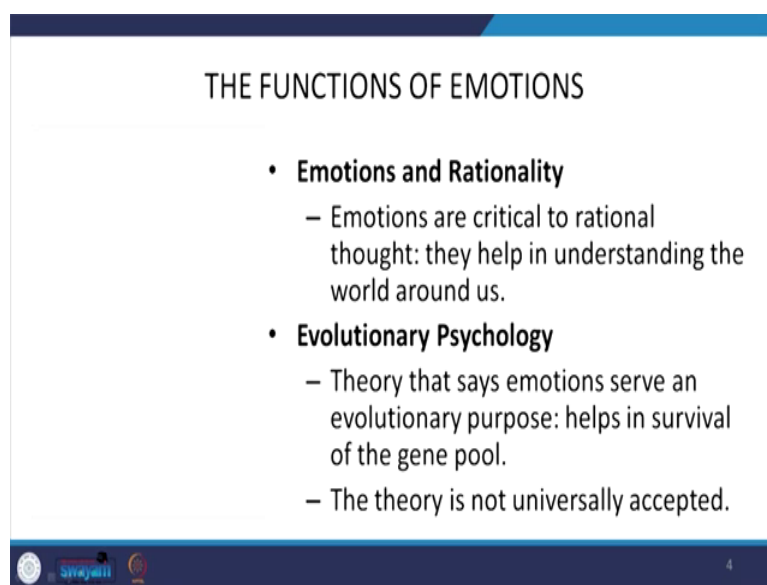
So therefore these are the specific emotions are there, usually accompanied by the distinct facial expressions are there. So with the every emotions you will find that our face changes. And therefore, easily you can find out that person is happy or he is sad. And the actions oriented in nature and definitely when the person becomes emotional and in that case he will be having a certain actions.

But when we talk about the moods, moods is the causes often general and unclear. So they are not very clear. Because it is a swing game and last longer than the emotions that is hours or days and therefore as compared to emotions as we see that emotions are very brief in

duration in the seconds or minutes. But when we talk about the moods, the moods are becoming in the hours or days.

Then the moods are more general. Two main dimensions are the positive affect and the negative affect. So there are comprised of the multiple specific emotions are there in that particular period of time. Generally, not indicated by the distinct expressions. And if you will find that is the when the moods are there, they are having a particular distinct expression and the cognitive in nature. While in case of the emotions we find that is action oriented in nature is there rather than the cognitive in nature.

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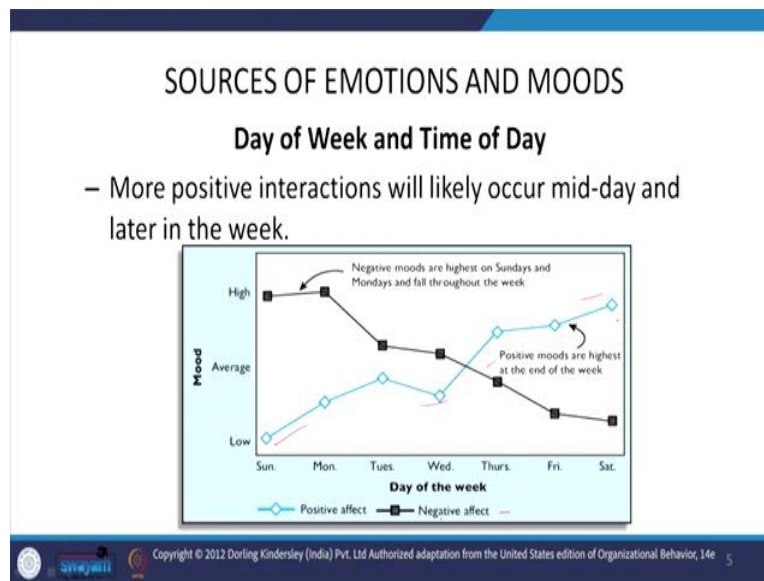
The slide is titled "THE FUNCTIONS OF EMOTIONS" and contains the following content:

- **Emotions and Rationality**
  - Emotions are critical to rational thought: they help in understanding the world around us.
- **Evolutionary Psychology**
  - Theory that says emotions serve an evolutionary purpose: helps in survival of the gene pool.
  - The theory is not universally accepted.

The slide also features a footer with a logo on the left and the number "4" on the right.

The functions of emotions are – emotions and the rationality. Emotions are critical to rational thought and they help in understanding the world around us. So therefore, it will become the very very important that is the many times that is our rationality we can understand from whatever the state of emotions are there. Evolutionary psychology - The theory that says emotions serve an evolutionary purpose: helps in the survival of the gene pool. And the theory is not universally however it is been accepted.

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Now here, it is a very good picture you will find and the sources of emotions and moods. And you can identify that is the how your mood swings. So here are the days like the Sunday, Monday, Tuesday, Wednesday, Thursday, Friday and Saturday. And here is the mood that is in low, average and high. So when you go by the blue line that is the positive effect, so in this more positive interactions will likely occur mid-day and later in the week.

Now you see that is the how the positive affect is going. Positive affect on Sunday it starts, it grows and then from here, it is going to the, and then it is going here and on Saturday, it is the maximum. This particular, from this line you will find that is it is the maximum on Saturday you are having the positive affect. Here, this black one is the negative affect and when we talk about the negative affect then on Sunday it is very high. Negative moods are highest on Sundays and Mondays and fall throughout the week.

So because what will happen? Because on the Sunday there will be the Monday syndrome. Monday syndrome means in that case it is the person things that from tomorrow I have to go on the job. And therefore, here he is relaxed. So on Saturday you will find the negative is minimum because there is Sunday syndrome. Sunday syndrome is that is the Sunday he will having the no negative movements. It will be the positive affect that will be start. And on the Saturday because the Sunday affect is there, so this positive affect is maximum.

So therefore, at the work place you will find now that is the how this Sunday to Saturday, the negative affect is going low, low and the lowest is there negative affect and the positive affect

is becoming the highest. So in this case, now you can plot this graph for yourself also. That is the, which day is your the most positive day is there.

So may not be the Saturday. Because if you are having the five days working, maybe the Friday. So therefore in that case, it will vary from individual to individual also. Now here you will find that is the this mid-day. This is also very interesting that it is not only the day but it is in the day time, it is the mid-day where this type of the emotions are demonstrated. It means that whenever we talking about these emotions, source of emotions and moods, it is becoming that is the one can find out that is the how his sources of emotions and moods are working.

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**MORE SOURCES**

- Weather**
  - No impact according to research.
- Stress**
  - Increased stress worsens moods.
- Social Activities**
  - Physical, informal, and epicurean activities increase positive mood.
- Sleep**
  - Lack of sleep increases negative emotions and impairs decision making.

The slide includes a hand-drawn graph in red ink. The graph shows a bell-shaped curve on a coordinate system. The vertical axis is labeled 'Mood' and the horizontal axis is labeled 'Time'. The curve starts at a low point, rises to a peak, and then falls. A vertical line is drawn from the peak of the curve down to the horizontal axis, indicating the time of the peak mood.

So whether the weather makes the difference, and here you will find, yes, weather makes the difference. How the weather makes the difference? In this literature, there it has been mentioned. No impact according to research because when we are talking about the impact of the weather then in impact of the weather it vary for short period of time and if you are at the workplace specially, this research is about the workplace and therefore it is not having the any impact on that.

But whenever we are talking about the stress that is the increase the stress worsen moods, so therefore in that case if the stress in increased, so moods will be there. And you know that is the relationship between the stress and the productivity. So when you are increasing the stress, the productivity will go up or performance you can say. It will go and when you are

again you are increasing the stress so this from here it will go here. So therefore this is the optimum stress is there.

So this is the optimum level of stress. So up to the certain level of the stress, the productivity will increase, this is the functional stress. This is the positive stress, functional stress. But as soon as the you will not be having the functional stress and then the stress will be declining. So therefore in that case you will find that is this particular the stress and the moods are there. So when this is the stress, what will be the mood? Mood will be the positive mood.

But when the increased stress is there, eustress, this is called the eustress. If it is more than eustress and then in that case if the mood is there then definitely, the mood will be negative mood will be there. And for the moods then there are the social activities that is the social activities you will find that is you will find that is the how these physical social activities, informal social activities, and epicurean activities increase the positive mood is there.

Because you are with the group, you are having the chit chat, sharing the jokes and experiences, sharing the problems and solving the problems and therefore in that case that will be the social activities will be there. And the another important source for the mood is that is the sleep. So lack of sleep, if there is lack of sleep increases negative emotions and impairs decision making process.

So what do you mean by the lack of sleep? So normally the standard sleep, normally 6 to 8 hours, and if we are having the less then that however as per the biological age also, there are the different hours of the sleep is required. Exercise, as mildly enhances positive mood. And therefore yes, the exercise also the research talks about that is it increase mildly enhances the positive mood.

And that gender, women show greater emotional expressions, experience emotions more intensely and display more frequent expressions of the emotions are there as compared to male. And therefore, in that case we will find, that is the women are less having the less stress because they are able to express the emotions and sharing the emotions. But while in case of the male, male is not ready to express the emotions and share the emotions.

And then in that case you will find it will become difficult for the male to have a positive mood. Then could be due to the socialization process and we have talked about earlier also that whenever there is more and more socialization process there will be the better sources are there. Now, we will talk about the applications of emotions and moods.

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The slide is titled "APPLICATIONS OF EMOTIONS AND MOODS" and lists four key areas:

- **Motivation** – Promoting positive moods may give a more motivated workforce
- **Leadership** – Emotions help convey messages more effectively
- **Negotiation** – Emotions may impair negotiator performance
- **Customer Service** – Customers “catch” emotions from employees, called *emotional contagion*

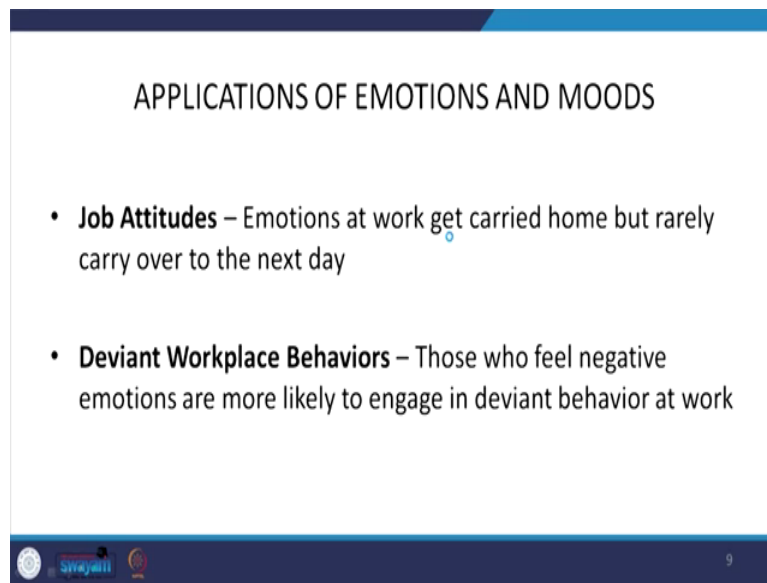
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Motivation - promoting positive moods may give a more motivated workforce. Naturally, whenever a person is highly motivated then it is because whenever he is getting the any achievement, when he gets the achievement, or he is feeling comfortable or he is enjoying the his job also but in that time also he will be highly motivated. So once there is a happiness, there is a pleasure, there is a joy, then definitely whether it is the workplace or the personal life then definitely the person will be feel more motivated will be there.

So because this joy, this happiness, this positive, all positive emotions and moods, they will take the person to the high motivational level. Now the leadership is concern, emotions help convey messages more effectively. So if the leader if leader is emotionally is stable and then communicate the proper messages and the positive messages, and encouraging, inspiring messages, encouraging for the performance than definitely in that case there will be the positive mood and that positive mood will lead to the high leadership is there.

Negotiation- emotions may impact negotiate a performance, so it is very very important. In my previous session, I have talked about the bargaining zone, that the bargaining zone is required in the negotiation. But during that bargaining zone, if the person is not having the positive moods and emotions then the negotiation may fail. So to have positive emotions and negotiation successful, you are supposed to have the positive emotions. There are the customer service. Customers catch emotions from the employees called emotional contagion and therefore in that case there will be a customer service will be there.

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The slide features a dark blue header and footer. The main content area is white with a blue border. The title 'APPLICATIONS OF EMOTIONS AND MOODS' is centered at the top. Below it are two bullet points. The footer contains a logo on the left and the number '9' on the right.

### APPLICATIONS OF EMOTIONS AND MOODS

- **Job Attitudes** – Emotions at work get carried home but rarely carry over to the next day
- **Deviant Workplace Behaviors** – Those who feel negative emotions are more likely to engage in deviant behavior at work

Job attitudes – emotions at work get carried home but rarely carry over to the next day. And therefore that emotions they are carrying whenever if there is the positive experience and positive happenings at the workplace and those positive emotions the person carry at the home.

But it is again it is the time being because next day again he is into the routine. So therefore, we have to understand it is a periodical also, job attitudes are periodicals. A deviant workplace behaviour and therefore those who feel negative emotions are more likely to engage in deviant behavior at work. So therefore, in that case that the employees those who are having the negative emotions are naturally they will have the deviant behaviour at their workplace.



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**FRUSTRATION**

Frustration is the blocking or slowing down of a goal-directed activity. It can be caused by:

1. Privation
2. Deprivation and
3. Conflict

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The frustration – frustration is the blocking or slowing down of a goal directed activity. It can be caused by – privation, deprivation and the conflict is there. So frustration is the negative emotion. And therefore in that case it will be definitely causing this particular affect of the negativity. So what is the factor, the several goal related factors contribute to frustration as shown in the following formula:

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**DYNAMICS OF FRUSTRATION**

Several goal-related factors contribute to frustration, as shown in the following formula:

$$F = f L \times V \times O + I + P$$

F = frustration  
f = function  
L = expectation to achieve the goal  
V = the valence (attractiveness of the goal)  
O = the opportunity to achieve the goal in the near future (low),  
I = the investment of effort and other inputs in the achievement of the goal and  
P = the public knowledge of the expected achievement.

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Frustration is equals to the F, small f into the capital L into V into O plus I plus P. So therefore in that case the F is for the frustration, so frustration equal to the function of expectations to achieve the goal. Now this is very very important and one should learn how to

keep the realistic expectations but can we train them? Yes, we can train our mind that is the how we can have the realistic expectation. How do we determine the realistic expectation?

Realistic expectations are determined on the basis of the competency and past experiences and past performance. If we club that then definitely in that case we will be, we will be able to find out the expectations to achieve the goal, then the valence. V for valence, valence is the attractiveness of the goal. Now you see the employees are at the workplace. For what? Are they there for the bread and butter? Or that is their dream to do that particular job? And therefore, in that case it is a dream, it is a way of life, they want to spend.

It is a very big decision and therefore if it is the way of life to spend the life in this particular direction for the next 40 years professionally then definitely that goal is very very attractive. But just imagine, a person is forcefully into that particular profession because he has no other alternative for his bread and better. And or he is very positively into the goal. But later on he forgets about that, and he does not find attractiveness about that particular goal. What will happen? Then in that case valance will be low.

So but please understand, the science between there I expect L into V into O, O is the opportunity. The opportunity to achieve the goal in the near future. If the opportunity to achieve the goal, so therefore there should be short-term goals, there should be long-term goals. And if the short-term goals are there then you achieve those goals and then you will feel happy. And your moods and emotions are good and then you are positive.

Then you are motivated. But if you will keep only long-term goal then you will stress yourself and then in that case it will be very difficult, that is the person will remain happy. Maybe he may be under more stress. If he is under the functional stress that is fine. But chances may be that is he goes under the dysfunctional stress also.

So therefore in that case it becomes the opportunity to achieve the goal in the near future. Then that is becoming the important. Then the I is the investment of efforts and other inputs in the achievement of the goal. Now here I would also like to relate it that is the how we decide the investment of effort. And why some people are they putting very high effort of investment while some people they are having the low efforts of investment? Actually, it depends on the goal, achievement of goal.

Now in that case the person feels that even if I will make the low effort, I will achieve the goal. Then the human tendency may be that is the he will not do the very high efforts.

However, when you will put the high efforts, the quality of the goal will increase. But if the objective is to achieve the goal and there is no qualitative and quantitative parameters for that then in that case definitely, the person will put the maybe, not definitely, maybe may put the less efforts.

And then as a result of which the goal is achieved but with the less efforts is there. However, when we are talking about the quality of goals, and therefore the investment of efforts are very high. Because the one individual he does not only want to achieve the goal, but he wants to achieve a qualitative goal. And therefore investment will be there. The public knowledge of the expected achievement, P is about the expected achievement.

Now appreciation, appreciation by family, recognition by family. When it will be? When there is the public knowledge. So if you have done a great job, who will say it is a great? The public will say it is the great job you have done. So therefore, in that case the job has to be appreciated and recognized as great job. If the job is not recognised as the great job then in that case the person will not be having that particular affect.

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### STRESS

Sources of stress

1. Life Stress
2. Role Stress: Role-Space Conflicts
3. Role Stress: Role Set Conflicts

Excess Stress leads to: burnout

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### FUNCTIONAL AND DYSFUNCTIONAL STRESS

The graph illustrates the relationship between performance and the level of stress. The vertical axis (y-axis) represents performance, with 0 at the top (High performance) and 10 at the bottom (Low performance). The horizontal axis (x-axis) represents the level of stress, ranging from 0 to 10. A bell-shaped curve shows that performance is highest at an 'Optimum Stress' level (approximately 5) and decreases as stress levels move towards 'Low stress' (0-4) or 'High stress' (6-10). The 'Low stress' and 'High stress' regions are labeled as 'Dis-stress', while the 'Optimum Stress' region is labeled as 'Eu-stress'.

So therefore, in the case of the stress it is the life stress, role stress, role stress conflicts and then the excess role stress leads to burnout. And therefore in that case it will become very very important that is the how one takes the role space conflicts and role state conflicts.

So role space conflicts and role state conflicts are there then definitely there will be the excess stress and excess stress will lead to the burnout of the person. This functional and dysfunctional stress I have mentioned in my first slide in this session only itself. That is the performance is low and high. How it goes, and this is the distress. Distress is here and therefore in that case you will find that is the this low stress is there. And then this stress will going by the high stress is there but as we see the performance will be maximum here. And therefore, in that case that is the optimum stress. Optimum stress bearing capacity.

Now question arises, for an individual where will be the optimum stress? For one person a graph can be like this. And the optimum stress will be here. For another person graph can be like this and optimum will be here. And third person what has been shown? So therefore in that case it will go like this and it will be like this. So therefore, in that case thus the stress bearing capacity be increased. Yes, we can increase the stress bearing capacity. And therefore in that case, it is the very important that is the how we will create the stress bearing capacity.

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**COPING STRATEGIES FOR ROLE STRESSES**

Role stresses	Dysfunctional strategies	Functional strategies
Self—role distance	Role rejection	Role integration ✓
Inter-role distance	Role partition, role elimination	Role negotiation ✓
Role stagnation	Role fixation	Role transition ✓
Role isolation	Role-boundness	Role linkage ✓
Role ambiguity	Role prescription	Role clarification ✓
Role expectation conflict	Role taking	Role making ✓
Role overload	Role reduction	Role slimming ✓
Role erosion	Role visibility	Role enrichment ✓
Resource inadequacy	Role atrophy	Resource generation ✓
Personal inadequacy	Role shrinkage	Role linkage ✓

So in this last slide, I will like to take that is how to coping strategies for the role stresses. So in the role stresses, first we have to understand the self role distance, that is the how much distance we are having from our self role with the others. And then the inter role distance because this can be intrapersonal role and inter personal roles, and in that case how much distance is there. For example, intrapersonal role means what I want to do? And inter personal role means what I am actually action is there and there can be the difference.

Role stagnation will be there. Role stagnation means I find that is now, there is not much role beyond this and therefore I feel that there is a role stagnation is there. And then role, then in that case role stagnation will be there, then what we have to do? Role transition. So in the self-role distance, the person who is having the dysfunctional what he will, role rejection but it is role integration. So there are the different roles are there, then integration will be there.

In the inter role distance, it is the role partition and role elimination. So therefore, in that case it becomes very important that is the how we are able to do this particular role distance with the role negotiation. So we take the role negotiation that is one role will be having the

dominance over the another role. Role stagnation, role fixation is there. So then definitely in that case you will have the role transition. So role transition will create that particular positive emotions.

Role isolation is the role boundness and role linkage is there. So when as I mentioned there will be the isolation as we have seen into the frustration cycle also. So dysfunctional strategies will be role boundness that is I will do this much only, I will not do more than that. But here will be the role linkage, the one person will connect his role to the another's.

Role ambiguity is there, then I find that is the I am not sure which role is better. If the dysfunctional is there then the role prescription will be there, I will do this, I will do that. But in case of the functional strategies there will be the role clarification. And then they will clear that is what role is to be done.

Role expectation conflict that is what was the expectation from the role, I am not getting that. So there is a conflict. So then there will role taking and role making will be there. So one has to take the role and one has to make the role. Role overload, so if there is overload of the role then the dysfunctional strategy will be role deduction while deduction while it will be functional strategy will be role slimming.

Role slimming is a positive approach. So therefore in that case, it will become very important that is the we are having the role slimming rather than the role reduction is there. Role erosion is there, so therefore role visibility and role enrichment and therefore if the role is not important so dysfunctional will be role visibility. While the functional strategies will be that is the role enrichment. So if the role is not very clear to others, so what we will do? We will add the value to that. And that value adding is called the role enrichment.

Resource inadequacy is there then the role atrophy will be there, so therefore there will be quest. While therefore in the case of functional strategies it will be resource generation and resource generation will be resource inadequacy is there. So therefore, we will be able to develop those resources so that we can make the our role important and the acceptable.

Then there will be personal inadequacy in the role stress. It there is a personal inadequacy to do that particular role, the dysfunctional strategy will be role shrinkage, that I will not do this particular role. While the functional strategies will be role linkage. Now here you will, we will find that is the whenever there is the stress and because of the stress, there is the disturbance of the moods and emotions.

And if it is, if we adopt these dysfunctional strategies, then definitely in that case we will not be having the positive moods and emotions. So we will not be able to perform in a better way. But when we are having the functional strategies then definitely in that case you will find, that is we are able to cope up with the coping strategies for the stress is there. And when we are having the coping strategies for the stress we will have the positive emotions and the moods.

So this is all about the introduction of the emotion and moods. And then the one emotion what we have taken and that is about the what is the coping strategies for the role stresses, what is the emotion is there. The further discussion, we will carry down into the next session. Thank you.