

Q.P. code 39456

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SET 1

Total Marks : 75]

(2 ½ Hours)

N.B: (1) All Questions are compulsory

Q1 Answer the following in two sentence each.

(10 Marks)

a) What are the Main challenges and opportunities of organizational behavior.

- Improving Peoples' Skills.
- Improving Quality and Productivity.
- Total Quality Management (TQM).
- Managing Workforce Diversity.
- Responding to Globalization.
- Empowering People.
- Coping with Temporariness.
- Stimulating Innovation and Change.
- Emergence of E-Organisation & E-Commerce.
- Improving Ethical Behavior, Improving Customer Service.

b) Explain any two Characteristics of Organizational Development.

Organization diversification

c) Explain any two task oriented roles

Autocratic and laissez fair.

d) Explain any two Elements which are responsible for foundation of O.B

Individual difference and whole person

e) Explain any two reasons as to why people resist to change.

- (1) Loss of status or job security in the organization. ...
- (2) Non-reinforcing reward systems. ...
- (3) Surprise and fear of the unknown. ...
- (4) Peer pressure: ...
- (5) Climate of mistrust. ...
- (6) Organizational politics. ...
- (7) Fear of failure

Q2 Short notes on any three of the following

(15 Marks)

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a) Define Organization behavior and what are the factors that affect OB.

Internal and external perspectives are the two theories of how organizational behavior can be viewed from an organization's point of view. In this tutorial, we will be learning in detail about both the theories. The study of organizations and of the collection of people within them together comprises the field of organizational behavior. Organizational behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.

b) Explain the term "Perception" and its Characteristics **Openness**  
Perception is the organization, identification, and interpretation of sensory information in order to represent and understand the presented information, or the environment.  
**Perception** is the awareness of something through the senses. In other words it's the ability to see, hear, understand or become aware of something.

c) Explain the term Groups and its types with relevant examples.  
A group can be defined as two or more interacting and interdependent individuals who come together to achieve particular objectives. A group behavior can be stated as a course of action a group takes as a family. For example: Strike.

**Types of Groups**  
There are two types of groups an individual forms. They are formal groups and informal groups. Let us know about these two groups.

**Formal Groups**  
These are the type of work groups created by the organization and have designated work assignments and rooted tasks. The behavior of such groups is directed toward achieving organizational goals.

These can be further classified into two sub-groups –  
• **Command group** – It is a group consisting of individuals who report directly to the manager.  
• **Interest group** – It is a group formed by individuals working together to achieve a specific objective. Example – A group of workers working on a project and reporting to the same manager is considered as a command group. A group of friends chilling out together is considered as interest group or say members of a club.

**Informal Groups**  
These groups are formed with friendships and common interests. These can be further classified into two sub-groups –  
• **Task group** – Those working together to finish a job or task is known as task group.  
• **Friendship group** – Those brought together because of their shared interests or common characteristics is known as friendship group

d) Strategies to Avoid or Mitigate Political Behavior in an Organization with reference to "Power and Politics"  
Motivate the employees  
Provide rewards and recognition.

e) In the Major Learning Theories in Organizational behavior explain the "Operant Conditioning theory".  
Operant conditioning theory or model is developed by B.F. Skinner (1904-1990), a psychologist. Skinner suggested that learning of complex human behaviors can be explained or better understood with the help of operant conditioning. Operant conditions are explained for voluntary behaviors. Voluntary behaviors have some influence on the environment or they operate in the environment. Thus, the word operant is coined with operate. This theory can be used to explain complex human behavior.

Q3 Case Study any two out of 3

(20 Marks)

Q4 Answer any three of the following

(30 marks)

a) Explain the Five personality traits of an individual in detail.

**Openness**

Individuals with openness to experience are generally very active, have a tremendous inclination towards creativity and aesthetics and listen to their heart i.e. follow their inner feelings. Such individuals are generally open to new learnings, skill sets and experiences. People who score high on openness are quite broadminded and modern in their outlook as compared to individuals who score low on the same parameter. Such individuals are conservative, reluctant to changes and have a traditional approach in life.

**Conscientiousness**

As the name suggests, individuals with a Conscientiousness personality trait listen to their conscience and act accordingly. Such individuals are extremely cautious and self disciplined. They never perform any task in haste but think twice before acting. People with this personality trait are generally methodical and tend to become perfectionists in the long run. People who score high on conscientiousness are proactive, goal oriented and self disciplined. They strive hard to accomplish goals and objectives within the stipulated time frame. Individuals who score less are little laid back and are not much goal oriented.

Conscientiousness is the personality trait of being careful.

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**Conscientiousness** implies a desire to do a task well, and to take obligations to others seriously. **Conscientious** people tend to be efficient and organized as opposed to easy-going and disorderly.

### Extraversion and Introversion

**Extraversion:** Extraversion refers to a state where individuals show more concern towards what is happening outside. Such individuals love interacting with people around and are generally talkative. They do not like spending time alone but love being the centre of attraction of parties and social gatherings. Such individuals love going out, partying, meeting people and often get bored when they are all by themselves. They admire the company of others and hate staying alone.

### Agreeableness

Agreeableness is a personality trait which teaches individuals to be adjusting in almost all situations. Such individuals do not crib and face changes with a smile. They accommodate themselves to all situations and are friendly and kind hearted. People who score high on agreeableness are ready to help others and flash their trillion dollar smile whenever a problem arises. Individuals who score low on agreeableness on the other hand find difficulties in adjusting with others and are little unfriendly.

### Neuroticism

Neuroticism is a trait where individuals are prone to negative thoughts such as anxiety, anger, envy, guilt and so on. Such individuals are often in a state of depression and do not how to enjoy life. They always look at the negative sides of life and find extremely difficult to cope up with stress.

b) Explain in details any two theories of Motivation with relevant examples.

### Maslow's hierarchy of needs theory

This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows

#### Physiological needs

These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.

#### Safety needs

Safety needs include physical, environmental and emotional safety and protection. For instance job security, financial security, protection from animals, family security, health security, etc.

**Social needs**

Social needs include the need for love, affection, care, belongingness, and friendship.

**Esteem needs**

Esteem needs are of two types: internal esteem needs (self-respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration)

**Self-actualization need**

This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self-actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

**Implications of Maslow's Hierarchy of Needs Theory for Managers**

- ▶ The managers should give employees appropriate salaries to purchase the basic necessities of life. Breaks and eating opportunities should be given to employees.
- ▶ As far as the safety needs are concerned, the managers should provide the employees job security, safe and hygienic work environment, and retirement benefits so as to retain them.
- ▶ As far as social needs are concerned, the management should encourage teamwork and organize social events.
- ▶ As far as esteem needs are concerned, the managers can appreciate and reward employees on accomplishing and exceeding their targets. The management can give the deserved employee higher job rank / position in the organization.
- ▶ As far as self-actualization needs are concerned, the managers can give the employees, challenging jobs in which the employees' skills and competencies are fully utilized. Moreover, growth opportunities can be given to them so that they can reach the peak.

**Limitations of Maslow's Theory**

- ▶ It is essential to note that not all employees are governed by same set of needs. Different individuals may be driven by different needs at same point of time. It is always the most powerful unsatisfied need that motivates an individual.
- ▶ The theory is not applicable in case of starving artist as even if the artist's basic needs are not satisfied, he will still strive for recognition and achievement.

## Herzberg's Two factor theory

- ▶ Frederick Herzberg's Two-Factor Theory, also known as Motivation-Hygiene Theory or intrinsic vs. extrinsic motivation, concludes that there are certain factors in the workplace that can cause job satisfaction and a separate set of factors that can cause dissatisfaction.

### Herzberg classified these job factors into two categories

- ▶ Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment/scenario.

- ▶ Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- ▶ Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc
- ▶ Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained
- ▶ Status - The employees' status within the organization should be familiar and retained.
- ▶ Interpersonal relations - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- ▶ Job Security - The organization must provide job security to the employees.

### Motivational factors

According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit

- ▶ Recognition - The employees should be praised and recognized for their accomplishments by the managers.
- ▶ Sense of achievement - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- ▶ Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

- ▶ Responsibility - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- ▶ Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

### Limitations of Two-Factor Theory

- ▶ No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate/object part of his job.
- ▶ The two factor theory is not free from bias as it is based on the natural reaction of employees when they are enquired the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on the external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work.

c) Explain the concept of Conflict Management, the classification of conflicts and the conflict management techniques.

Conflict can be defined as a mental struggle resulting from incompatible or opposing needs, drives, wishes, and external or internal demands. Where there are people, there is conflict. They are usually taken in a negative association. However, this is inaccurate as conflicts are necessary for healthy relationships. It all depends on the approach we use to resolve the conflict.

### Classification of Conflict

When we think of the different types of conflict, we might instantly think of the ones referred to in literature, especially in fiction. They can be applied to real life, of course. However, in contemporary times, types of conflict which are easily identifiable are classified into four different types -

- Intrapersonal
- Intragroup
- Interpersonal
- Intergroup

### Intrapersonal Conflict

Intrapersonal conflict takes place within an individual. The person experiences it in his own mind. Thus, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions. Intrapersonal conflict may come in different forms, from the simple mundane ones like deciding whether or not to go vegan for lunch to ones that can affect major decisions such as choosing a career path. However, this type of conflict can be quite difficult to handle, if you find it hard to decipher your inner struggles. It results in restlessness and uneasiness, or can even cause depression.

### Intragroup Conflict

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Intragroup conflict occurs among individuals within a team. The incompatibilities and misunderstandings between team members leads to intragroup conflict. It starts from interpersonal disagreements like team members have different personalities which may lead to tension or differences in views and ideas. Say for example, during a presentation, members of the team might find the notions presented by the one presiding to be erroneous due to their differences in opinion.

### **Interpersonal Conflict**

Interpersonal conflict means a conflict between two individuals. Basically, this occurs because of some differences in people. We have varied personalities which usually lead to incompatible choices and opinions. So, it is a natural occurrence which can eventually help in personal growth or developing our relationships with others.

### **Intergroup Conflict**

Intergroup conflict occurs when a misunderstanding arises among different teams within an organization. For example, the marketing department of an organization can come in conflict with the customer support department. This is because of the varied sets of goals and interests of these different groups. In addition to this, competition also contributes to intergroup conflict. There are other factors which increase this type of conflict. Some of these factors may include a rivalry in resources or the boundaries set by a group to others which forms their own identity as a team.

d) Explain the term Organization Culture and explain the Characteristics of Culture in detail.

Culture is the characteristics and knowledge of a particular group of -

1. People,
2. Language,
3. Religion,
4. Cuisine,
5. Social habits,
6. Music
7. Arts.

Culture encompasses religion, food, what we wear, how we wear it, our language, marriage, music, what we believe is right or wrong, how we sit at the table, how we greet visitors, how we behave with loved ones, and a million other things



### Characteristics of Culture

**1. Culture is learned**  
It is not inherited. It is not an inborn tendency but acquired by man from the association of others, e.g. drinking, eating, dressing, walking, behaving, reading are all learnt by man.

**2. Culture is social**  
It is not an individual phenomena but it is the product of society. It develops in the society through social interaction. It is shared by the man of society. No man can acquire it without the association of others. It helps to develop qualities of human beings in a social environment.

**3. Culture is shared**  
Culture is something shared. It is nothing that an individual can pass but shared by common people of a territory. For example, customs, traditions, values, beliefs are all shared by man in a social situation. These beliefs and practices are adopted by all equally.

**4. Culture is transmitted**  
Culture is capable of transmitted from one generation to the next. Parents pass cultural traits to their children and in return they pass to their children and so on. It is not transmitted through genes but through language. Language is means to communication which passes cultural traits from one generation to another.

**5. Culture is continuous**  
It is continuous process. It is like a stream which is flowing from one generation to another through centuries. "Culture is the memory of human race."

**6. Culture is accumulative**  
Culture is not a matter of month or a year. It is the continuous process and adding new cultural traits. Many cultural traits are borrowed from out side and these absorbed in that culture which adopt it, as culture is accumulative and combines the suitable cultural traits

**7. Culture is integrated**  
All the cultural aspects are inter-connected with each other. The development of culture is the integration of its various parts. For example, values system is interlinked with morality, customs, beliefs and religion

e) Explain term "Attitude", explain the effects of attitude in work place,

### and sources of Attitude formation.

**Attitudes:** The perceiver's attitudes affect perception. For example, Mr. X is

interviewing candidates for a very important position in his organization - a position that requires negotiating contracts with suppliers, most of whom are male. Mr. X may feel that women are not capable of holding their own in tough negotiations. This attitude with doubtless affect his perceptions of the female candidates he interviews

