

# Khandelwal Vaish Girls Institute of Technology

Internal Examination 2017 - 18

Organisation Behaviour

MBA Semester I

Question Paper & Answer Key

MM: 30

Time : 02:30 hours

1. Define Organization Behaviour and its scope. (4)

Ans. **Meaning and definition of organizational behaviour:** Organizational behaviour is the study and application of knowledge about how people -as individual and as group - act within organizations.

According to Fred Luthans Organizational behaviour is to understand, predicting and controlling human behaviour at work.

According to Stephen Robbins Organizational behaviour is a field of study that investigates the impact that individuals, group and structure have on behaviour in organization for the purpose of applying such knowledge towards improving an organization effectiveness.

## **Scope of organizational behaviour:**

- **Skill development:** An essential requirements for entering into surviving and succeeding in the modern workplace is to have the appropriate skills. A person needs both skills related to his or her discipline and generic skill such as problem -solving and dealing with people. The study of organizational behaviour contributes directly to these generic skill.
- **Personal growth through insight into human behaviour:** As explained by Robert p vecchio, an important reason for studying organizational behaviour is the personal fulfillment gained from understanding other. Understanding fellow human beings can also lead to enhanced self knowledge and self insight.
- **Enhancement of organizational and individual effectiveness:** A major benefit from studying organizational behaviour is that it provides information that can be applied to organizational problem.
- **Sharpening and refining of common sense:** Studying organizational behaviour is relevant to managers because the managerial job involves dealing with people and one cannot learn that through a book. However logic such an opinion might sound common sense is not an adequate substitute for knowledge about organizational behaviour.

**2. Define perception .Explain the factors influencing perception in detail ? (4)**

Ans. Perception can be defined as a process by which individual select, organise and interpret their sensory impression, so as to give meaning to their environment. Perception is a complex cognitive process and differs from person to person.

According to Joseph Reitz perception include all those process by which an individual receives information about his environment.

According to SP Ribbon perception may be defined as a process by which individuals organise and interpret their sensory impression in order to give meaning to their environment.

**Factors influencing perceptions:**

• **Characteristics of the perceiver (internal factors):**

- **Needs and motives:** People perception is determined by their inner need. A need is a felling of tension or discomfort when one think he is missing something or requires something.
- **Self concept:** The way a person views the world depends a greatly on self concept or image he has about himself. The self concept plays an important role in perceptual selectivity.
- **Belief:** A person belief profound influence on his perception.
- **Past experience:** A person past experience mould the way he perceives the current situation.
- **Current psychological states:** The emotional and psychological states of an individual are likely to influence how things are perceived.

• **Characteristics of the target or perceived (external factors):**

- **Size:** The bigger the size of the perceived stimulus, the higher is the probability that it is perceived.
- **Intensity:** High intensity increases the chance of selection.
- **Frequency:** Repeated external stimulus is more attention attracting than a single time.
- **Status:** Perception is also influenced by the status of the perceived.
- **Contrast:** Stimuli that contrast with the surrounding environment are more likely to be attention catching than the stimuli that blend in.

**3. What is workforce diversity? Explain its importance. (4)**

Ans. Diversity is dealing with a collective mixture of difference and similarities in a given group. It include age, background, education, function and personality. It also includes lifestyle, sexual orientation, geographical origin ,tenure with an organization and opinions. Managing diversity is a philosophy about how difference among individuals are accepted and respected and how they are made to work in cohesion.

**Importance of managing diversity:** Managing diversity is important due to following reasons:

- **Lower costs:** As organizations become more diverse, lack of integrating workers from different cultural backgrounds lead to higher costs. When women and minorities leave, organization get no return on investment made in them.
- **Better staffing:** Companies that successfully managed cultural diversity will have advantages over other companies in hiring people.
- **Marketing advantage:** Organizations that manages multi cultural issues gain an insight into market consisting of minority groups and woman.
- **Creativity:** Group of people from diverse background can be more creative than group with homogeneous background.
- **Problem solving:** Heterogeneous group can produce better decisions through a wider range of perspectives and more thorough analysis of problem and issues.
- **Flexibility:** Ability to manage diversity increases the flexibility and adaptability of an organization.

**4. Define personality. Explain the nature of personality.** (3)

Ans. Personality has been derived from Latin word which mean to speak through. Personality means how people affect other and how they understand and view themselves as well as their pattern of inner and outer measurable traits and the person situation interaction. According to Gordon, “personality can be defined as those inner psychological characteristics that both determine and reflects how a person responds to his or her environment.”

**Nature of personality:** Personality has some basic nature which is an follow-

- **Personality reflects individual difference:** Because the inner characteristics that consists an individual personality are a unique combination of factors, no two individuals are exactly alike. Nevertheless, many individuals tend to be similar in terms of single personality characteristics.
- **Personality is consistent and enduring:** An individual personality is commonly thought to be both consistent and enduring. The stable nature of personality suggests that it is unreasonable for marketers to attempt to change consumer personality to conform to certain product.
- **Personality can change:** Although personality tends to be consistent and enduring, it may still change under certain circumstances. For instance, an individual personality may be altered by major life events, such as the birth of a child, or a major career promotion.

**5. Differentiate between Herzberg's Theory and Maslow's Theory .** (4)

Ans. **Maslow's needs hierarchy theory:** There are two types of needs - basic and secondary or acquired. Basic needs are important for survival whereas acquired needs are not so important. Maslow's has presented the hierarchy of needs in the following order:

- Basic physiological needs
- Safety and security needs
- Social needs

- Esteem needs
- Self actualization needs

**Herzberg two factor theory:** Herzberg in the late fifties developed a motivation theory known as motivation hygiene theory or two factor theory motivation. The factors so identified were classified by him into two categories:

- Motivational factors
- Hygiene factors

**Comparison of Herzberg two factor theory and Maslow's needs theory:**

**Herzberg theory**

- No hierarchical arrangement of needs
- Prescriptive
- Gratified needs cause performance
- Only higher order needs serve as motivators. Lower order needs only act as maintenance or hygienic factors.
- Takes a micro view and deal with work oriented motivational problem of higher level professional employees.
- Motivations hygiene theory is based on the study of empirical data collected from professional accountants and engineers.

**Maslow's theory**

- Sequential arrangement of needs
- Descriptive
- Unsatisfied needs energies behavior and cause performance
- Any needs can be a motivator if it is relatively unsatisfied
- Takes a general view of the motivational problem of all worker
- Needs hierarchy theory is based on intuition and not.

**6. Write short note on:**

(4)

**a. Group Dynamics**

**b. Group Cohesiveness**

Ans. A. **Group Dynamics:** Group dynamics is a system of behaviors and psychological processes occurring within a social group (intergroup dynamics), or between social groups (intergroup dynamics). The study of group dynamics can be useful in understanding decision-making behavior, tracking the spread of diseases in society, creating effective therapy techniques, and following the emergence and popularity of new ideas and technologies. Group dynamics are at the core of understanding racism, sexism, and other forms of social prejudice and discrimination. These applications of the field are studied in psychology, sociology, anthropology, political science, epidemiology, education, social work, business, and communication studies.

- 2 or more persons (if it is one person, it is not a group)
- Formal social structure (the rules of the game are defined)
- Common fate (they will swim together)

- Common goals (the destiny is the same and emotionally connected)
- Face-to-face interaction (they will talk with each other)
- Interdependence (each one is complimentary to the other)
- Self-definition as group members (what one is who belongs to the group)

**B. Group Cohesiveness:** Cohesion can be more specifically defined as the tendency for a group to be in unity while working towards a goal or to satisfy the emotional needs of its members. This definition includes important aspects of cohesiveness, including its multidimensionality, dynamic nature, instrumental basis, and emotional dimension.

## 7. Differentiate between Influence & Power.

(4)

Ans. **Difference between influence and power:**

- **Power is forced while influence is voluntary:** Power relies heavily on forcing team members to do something through the use of threats, whether they're implied or explicit. Intimidation is achieved through creating the belief that if an employee does not comply, they will face punishment – whether that be being fired, losing out on a promotion or being berated in a public space. This kind of negative leadership ensures that team members feel they have no choice but to do things a certain way.

Influence leads to an entirely voluntary approach to completing work. Through the use of positive affirmations and encouragement, influence results in the team feeling that they have a choice in both the work they're required to complete as well as the means they take to get it done. Threats are traded in for persuasion and negotiation to allow employees more control over the work they're doing.

- **Power is undemocratic while influence focuses on the team:** Power remains in the hands of one person, or a small group. This independent approach to leadership means that the team is not consulted during the decision-making process, and are often micromanaged to ensure that the leader's methods are upheld. This undemocratic response to leadership removes a sense of responsibility from the team, decreasing morale. Influence: understands that teamwork is a dependent process: the team is dependent on their leader for guidance and the leader is dependent on employees to produce excellent work. As a result, there is a shift from autocratic decision-making to an emphasis on transparency and getting the team involved at various stages of a project's inception. This approach means that team members feel valued, and as a result, produce work that reflects that.

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- **Power makes uses of one-way dialogue while influence creates a conversation:**  
Power is exerted by leaders who enjoy a sense of hierarchy in their organization. That hierarchy is most apparent in the way in which teams communicate. When only a powerful leader is present, teams will be talked down to through orders and instruction. This results in ambiguity and unclear expectations, as there is little room for asking questions or giving feedback. Transparency is not valued in leadership that depends on power and, as a result, employees can become disengaged.

Influence is concerned with the thoughts and feedback of the group. Influential leaders encourage straightforward conversation where processes can be improved and creative ideas are pushed forward. This approach to leadership fosters trust and relies on negotiation to make team members feel valuable and heard. Influence does not do well in systems of hierarchy.

- Power can cost business money while influence improves retention.

**8. Define stress .What are types of stress.**

(3)

Ans. In psychology, coping means to invest own conscious effort, to solve personal and interpersonal problems, in order to try to master, minimize or tolerate stress and conflict. The psychological coping mechanisms are commonly termed coping strategies or coping skills. That is strategies which reduce stress.

**Types of stress:**

- Acute time-limited.
- Brief naturalistic.
- Stressful events sequences.
- Chronic.
- Distant.