

Organizational Behaviour

Year – June 2015

BCA-203

[Time : Three Hours]

[Maximum Marks : 75]

Note : Attempt all the Sections as per instructions.
This solution is provided by Mrs. Shilpi Sharna

Section - A

(Very Short Answer Questions)

Attempt all five questions. Each question carries 3 marks. Very short answer is required not exceeding 75 words.

Q1. What are the key elements of Organisational Behaviour ?

Ans. Key Element of Organisational Behaviour :

Like all other discipline, OB is also based on certain key elements also called fundamental concepts.

1. **Individual and Group :** People make the internal social system of the organisation. They consist of individuals and groups. There are informal as well as formal groups. Each individual has his own physical, psychological and social needs for which he uses his own traits and experiences. His work behaviour is influenced not only by his biological inheritance, but also by his interactive environment. The study of these factors would help management to would the behaviours of employee for achieving organisational objectives.
2. **Organisational Structure :** Individuals and groups operate within the structure of formal organisation. The structure establishes the relationship of people in an organisation. It leads to division of labors so that people can perform their duties to accomplish the organisational goals. Different jobs are required to accomplish all of an organisation's activities.
3. **Technology :** Technology has a significant influence on work, the work environment and working relationships. It provides the resources with which people work and affects the task they perform. Technology results in better work, because it incorporates technical skills which encompass the ability to apply specialised knowledge.
4. **Environment :** All organisations operate within an external environment. A single organisation does not exist alone. It is a part of a larger system that contains many other elements, such as government, the family and other organisations. The changes in environmental conditions may compel the management to bring changes in the internal organisational relationships.

Q2. Distinguish between Type A and Type B personality.

Ans.

[Please Refer Q2. 2014 Page-117]

Q3. Define group cohesiveness.

Ans. Group Cohesiveness :

A group is a collection of two or more individuals, interacting and interdependent, who have come together to achieve particular objectives. *Group cohesiveness refers to the degree to which group members form a strong collective unit reflecting a feeling of "oneness".* It is the spirit of closeness and solidarity among the members of a group. In other words, it refers to the extend to which the members of a group are united and knit together. The more the members are attached to each other and more the group goal align with their individual goals, the greater would be the group cohesiveness.

Q4. Define personality.

Ans. Personality :

The term 'personality' encompasses the overall combination of characteristics that captures the unique nature of a person as that person reacts and interacts with others. **Personality may be defined as, "a pattern of stable states and characteristics of a person that influences his or her behaviour towards goal achievement".**

[For More Information Please Refer Q4. 2014 Page-118]

Q5. What is perceptual process ?

Ans.

[Please Refer Q8. Unit-II Page-13]

Section - B

(Short Answer Questions)

Attempt any two questions out of the following three questions. Each question carries 7.5 marks. Short answer is required not exceeding 200 words.

Q6. List out the characteristics of leadership. Also explain the types of Leadership Styles.

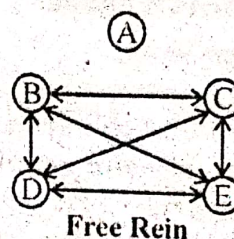
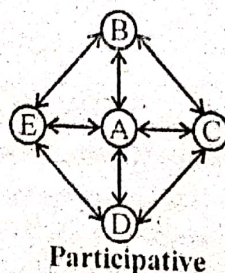
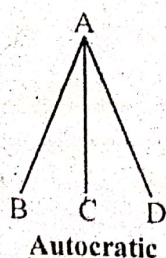
Ans. Leadership is one of the most relevant aspects of the organisational setting. Leadership is the process of influencing the behaviour of others to work willingly and enthusiastically for achieving predetermined goals. It is the ability of leader to induce subordinates to work with confidence and goal.

Characteristics of Leadership :

- 1. Leadership is a process of influence :** Leadership is a process whose important ingredient is the influence exercised by the leader on group members. Successful leaders are able to influence the behaviour, attitudes and beliefs of their followers.
- 2. Leadership is related to situation :** When we talk of leadership, it is always related to a particular situation, at a given point of time and under a specific set of circumstances.
- 3. Leadership is the function of stimulation :** Leadership is the function of motivating people to strive willingly to attain organisational objectives. Leaders are considered successful when they are able to create the interest of employees for general interest.
- 4. There must be followers :** A leadership cannot exist without followers. If a leader does not have followers, he cannot exercise his authority. Leadership exists both in formal and informal organisation.
- 5. Working relationship between leader and followers :** There must be a working relationship between the leader and his followers. It means that the leader should present himself in place where the work is actually going on.

Types of Leadership Style :

Styles in this approach are classified depending on how much authority is retained by the leader versus how much is delegated to the subordinate employees.



1. Autocratic or Authoritarian Style : An autocratic or authoritarian style of leadership implies yielding absolute power. Under this style, the leader expects complete obedience from his subordinates and all

decision-making power is centralised in the leader. He sets group and structures the work. He gives orders and the subordinates are expected to obey them. The manager expresses decision by the use of rewards and fear of punishment. If the leader is weak and inefficient, the followers will also be weak and inefficient. An advantage of autocratic leadership is that the decisions are very speedy at the time of crisis.

2. Democratic or Participative Style : It is widely known as participative or employee oriented leadership style. Under this style, the subordinates are encouraged to make suggestions and take initiative. It provides necessary motivation to the workers by ensuring their participation and acceptance of work methods. Mutual trust and confidence is also created resulting in job satisfaction and improved morale of workers. But this style of leadership may sometimes cause delay in decisions and lead to indiscipline in workers.

3. Free Rein Style : Under this type of leadership, maximum freedom is allowed to subordinates. They are given free hand in deciding their own policies and methods and to make independent decisions. Subordinate may be asked to set their own goals and to develop plans for achieving them. The leader provides help only when required by his subordinates otherwise he does not interfere in their work. There is very little control or influence over group members of the leader. The style of leadership creates self-confidence in the workers and provides them an opportunity to develop their talents. But it may not work under all situations will all the workers and under all the situations.

OR

Q6. Explain how group decisions can be made more effective.

Ans.

[Please Refer Q7(b). 2012 Page-99]

Q7. Define Organisational Behaviour. Explain the need/importance to study Organisational Behaviour.

Ans. Definition of Organisational Behaviour : Organisational behaviour has been variously defined by different authors.

"Organisational behaviour is the study and application of knowledge about human behaviour related to other elements of the organisation such

as structure technology and social system."

According to Fred Luthans, "*Organisational behaviour is the understanding, predicting and controlling human behaviour at work.*"

According to Joe Kelly, "*Organisational behaviour is concerned with the study of the behaviour and attitudes of man in an organisational setting, the organisation's effect on his perceptions, feelings and actions, and particularly on his behaviour for the achievement of the organisation's purposes.*"

According to Callhan, "*Organisational behaviour is a subset of management activities concerned with understanding, predicting and influencing individual behaviour in organisational settings.*" It focuses on the individuals, groups and the organisation and also on their interactional relationships. OB attempts to understand individuals in an organisation as the basis of meeting individual needs and achieving organisational objectives.

Need/Importance to Study Organisational Behaviour :

[Please Refer Q6. Unit-I Page-3]

OR

Q7. Explain the characteristics of groups? Explain different factors that affect the effectiveness of a group.

Ans. A group refers to the association of two or more persons interacting among themselves for the achievement of common goal. The members of the group are inter-dependent and are aware that they are part of group.

Characteristics of Groups :

- 1. Social Interaction :** One of the most obvious characteristics of group is that they are composed of two or more people in social interaction. The interaction between parties may either verbal or non-verbal; but the parties must have some impact on each other to be considered as a group.
- 2. Stable Structure :** Group also must possess a stable structure. Although groups can change and often do there must be some stable relationships that keep group members together and functioning as an unit.
- 3. Common Interest :** Another characteristics of groups is that their members share

common interests or goals.

4. **Perceive themselves as part of group:** The individual involved must perceive themselves as a part of group. Group is composed of people who recognise each other as a member of their group and can distinguish these individuals from non-members.

Factors of Group Effectiveness :

There are various factors, which influence the effectiveness of group in the organisation :

1. **Psychological Factors :** After joining the organisation, individual joins a particular group in which he/she finds him/her interest, attitude, personality, perception etc. matching with other individuals within the department or the organisation.
2. **Social Factors :** Individuals also form or join the group based upon their social class, caste and religion to satisfy their social needs.
3. **Security Factors :** An individual, sometimes one can feel insecure over unexpected developments such as sudden health problem, termination, suspension, local problems etc. therefore everyone likes to be in a group to feel secured to work.
4. **Economic Factors :** When an individual works in an organisation, he/she gets all types of economic incentives and benefits available within the rules and regulations.
5. **Cultural Factors :** Individuals come to work from different society and culture. In case the places at which they work are far away from their place of origin, religion and culture; they feel like a fish out of water.
6. **Proximity, interaction, interest and influence :** This is one of the common and logical reasons for which people from group in the organisation. Some people have to work together. Due to the similarity of nature of job, they have to interact with each other for this purpose.

Q8. Elaborate McGregor's Theory 'X' and Theory 'Y' of motivation.

Ans.

[Please Refer Q14. Unit-II Page-29]

OR
Q8. Explain the important sources of conflicts in the context of an organisation.
Ans.

[Please Refer Q6 Unit-VI Page-74]

Section - C

(Long Answer Questions)

Attempt any three questions out of the following five questions. Each question carries 15 marks. Answer is required in detailed.

Q9. Explain the importance of perception in studying organisational behaviour. How person's perception helps to make judgements ?

Ans.

[Please Refer Q11(b). 2012 Page-105]

Q10. Define Stress. Explain ill effects of stress on human beings. How do people manage stress ?

Ans. Modern life is full of stress, stress on individuals ranges from personal day to day life to their organisational activities. As a result of this work stress, more and more managers are sharing signs of chronic fatigue and burnout.

Definition : Job stress is a condition arising from the interaction of people and their job and characterized by changes within people that forces them to deviate from their normal functioning.

Ill Effects of Stress on Human Beings :

When stress becomes excessive, employees develop various symptoms of stress that can harm their job performance and health, and even threaten their ability to cope with the environment. People, who are stressed, may become nervous and may develop chronic worry. They may be uncooperative or use alcohol or drugs excessively. Although these conditions also occur from other causes, they are common symptoms of stress.

Stress also leads to physical disorders, because the internal body system changes to try to cope up with stress. Some physical disorders are short range such as an upset stomach, others are longer range, such as stomach ulcer. Stress over prolonged time also leads to degenerative disease of the heart, kidneys, blood vessels and other parts of the body. Therefore it is important that stress both on and off the job be kept at a low level enough for most people