

Organizational Behaviour

Year – June 2014

BCA-203

[Time : Three Hours]

[Maximum Marks : 75]

Note : Attempt all the Sections as per instructions.

Section – A

Q1. What are the symptoms of stress?

Ans. Stress and its Symptoms :

Stress is the general term applied to the presences people feel in life. *Stress refers to a state of mind which reflects certain bio-chemical reactions in the human body and it is exhibited in former like a sense of anxiety tension and depression.*

When the stresses become excessive, employees develop various symptoms of stress that can harm their work performance and health. The typical symptoms of stress are :

1. Digestive problems
2. Emotional instability
3. Feelings of inability to adjust
4. Uncooperative attitude
5. Problems with sleep
6. Excessive use of alcohol/Drugs
7. Inability to relax
8. Chronic worry
9. Nervousness and tensions
10. High blood pressure

People who stressed may become nervous. They are easily provoked to anger and they are in a state of tension and hence they can not relax.

Stress also leads to physical disorders, because the interbody systems changes in order to cope with stress. Some physical disorders are short range such as **stomach upset**, stomach etc. The prolonged explosive to stress may cause dreadful diseases of the heart and kidney.

Q2. Distinguish between Type A and Type B personality.

Ans. Difference between Type 'A' personality and Type 'B' personality :

Following are the main points of differences between Type 'A' personalities and Type 'B' personalities :

1. Type 'A' personalities are hard working, they are impatient, aggressive, competitive and high achievement oriented, **While Type 'B'**

personalities are easy going, social, not time bound, non-competitive.

2. Type 'A' personalities are productive and workaholics in working, **While Type 'B' personality** individuals are better with the work involving the judgement and accuracy.

3. Type A personality is a set of characteristics that includes, being impatient, excessively time-conscious, insecure about one's status, highly competitive, hostile and aggressive, and incapable of relaxation (Friedman and Rosenman 1974). **While Type 'B' personality** is rarely hurried by the desire to obtain an increasing number of things or participate in events demanding an ever-decreasing amount of time (Friedman & Rosenman, 1974).

4. Type 'A' personalities are always moving, walking, and eating rapidly, are impatient with the rate at which most events take place. They are doing to do two or more things at once and cannot cope with leisure time. They are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire, **While Type 'B' personality** individuals never suffer from a sense of time urgency with its accompanying impatience and feel no need to display or discuss either their achievements or accomplishments unless otherwise demanded by the situation. They can relax without guilt.

5. Type 'A' personalities operate under moderate to high levels of stress. They expose themselves to continuous time pressure, are fast workers, give preference to quantity over quality, work long hours, and are also rarely creative.

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 extent 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 :

Personality is a set of characteristics and tendencies that determine those commonalities and differences in the behaviour (thoughts, feelings and actions) of people that have community in time and that may not be easily understood as the sole result of the social and biological pressure of the moment.

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".**

Definitions by Scholars :

1. "Personality may be understood as the characteristics patterns of behaviour and modes of thinking that determine a person's adjustment to the environment." – **Hikjard and At. Kinson**
2. "Personality is the dynamic organization within an individual of those psychological systems that determine his unique adjustments to his environment." – **Gorden W. Allport**
3. "Personality can be described as how person affects others, how he understands and views himself and his pattern of inner and outer measurable traits." – **Floyd L. Ruch.**

Q5. What is grievance handling?

Ans. Grievance :

Every employee has certain expectations, which he thinks must be fulfilled by the organisation he is working for. When the organisation fails to do this, he develops a feeling of discontent or dissatisfaction.

When an employee feels that something is unfair in the organisation, he is said to have a grievance.

Grievance is basically any discontentment or dissatisfaction whether expressed or not, whether valid or not arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable.

Grievance Handling :

It is necessary to settle the grievance as expeditiously as possible at the lowest level only. **Grievance handling is a set procedure to be followed to settle down the Grievance among the employees.** Grievance settlements must be simple, fair and easy to understand. The procedure devised by each organisation for settlements should be in conformity with the statutory provisions and legislations.

There are two types of grievance procedures for handling the grievances of the employees :

(i) **Open Door Policy** : Under this procedure, the employees are free to meet the top executive of the organisation and get their grievances redressed. Such a policy may work well in a small organisation, but in big organisation this may not be practicable. Another disadvantage of this policy is that lower and middle level executives feel passed. Moreover, top management is not too familiar with the working conditions of the operative employees. The employees may even hesitate to go to top executives with their grievances.

(ii) **Step- ladder Procedure** : Under this procedure, the aggrieved employee has to proceed step by step in getting his grievance heard and redressed. **Firstly**, he has to present his grievances in writing to his supervisor. Secondly, if he is not satisfied with his decision, he may go to the head of the department.

Thus, there may be a **joint grievance committee** after the decision of head of the department. If the committee also fails to redress his grievance, the matter may be referred to the **chief-executive**. The grievance procedure is said to be exhausted, if the chief executive is also not able to redress the grievance.

The grievance assumes the form of a conflict after the worker is not satisfied with the decision of chief executive. For maintaining industrial peace in the organisation grievance, if not yet redressed, is referred

to the Voluntary Arbitration. The award of the arbitrator should be binding on both the parties.

Section – B

Q6. What are the different leadership styles? What are the traits of an effective leader?

Ans. Style of Leadership :

[Please Refer Q9. Unit-V (Chapter-7), Page-68]

Traits/Qualities of an Effective Leader :

[Please Refer Q7. Unit-V (Chapter-7), Page-66]

Q7. What are the emerging Challenges of Organization behaviour in India? Explain the need and importance of study on Organisational Behaviour.

Ans. Emerging Challenges of Organization Behaviour in India :

[Please Refer to Q9. Unit-I (Chapter-1), Page-5]

Need & Importance of Organisational Behaviour :

[Please Refer to Q6. Unit-I (Chapter-1), Page-3]

Q8. Elaborate Mc Gregor's Theory 'X' and Theory 'Y' of motivation.

Ans.

[Please Refer to Q14. Unit-II (Chapter-3) Page-29]

Section – C

Q9. What are the different types of groups in an organization? Explain.

Ans. The term 'group' may be defined as a cluster of two or more individual interacting with each other and sharing certain common values, interests and goals. Each group acquires its own structure, functions, values, norms and goals to be pursued by its members.

According to Marrian E. Shaw, "A group consists of two or more persons who interact with each other consciously for the achievement of certain common objectives. The members of the group are mutually interdependent and they are aware that they are part of a group."

Types of Groups :

Following are the main types of group exist in an organisation :

1. **Formal Groups :** Groups made by the organisation to achieve organisational objectives. These groups are called formal groups. Formal groups are further divided into sub categories.

2. **Informal Groups :** Groups which are not formal are informal. These groups are not formally created and not controlled by the organisation. These groups are natural formation by the social contract. For example, Four employees belonging to four different departments and taking the lunch together it is a informal group.

[For More Information Please Refer to Q1. Unit-V (Chapter-6) Page-54]

Q10. Define Stress Management. Explain different techniques used for stress management by HR department?

Ans. Meaning of Stress :

Stress indicates the pressures people feel in life. As a result of the pressures, employees develop various symptoms of stress that can harm their job performance. People who are stressed may become nervous, easily get anger and are unable to relax. They may be uncooperative or use alcohol excessively. Stress also leads to physical disorder because the external body system changes to try to cope with stress.

Definition of Stress :

According to Me Grath, "A person experiences stress when a situation is perceived as presenting a