1702BA104 ORGANIZATIONAL BEHAVIOUR						
Academic Year :	2018-2019	**Question Bank**		Programme	:	MBA
Year / Semester :	I /I			Course Coordinator:		Dr.R.KARTHI Ms.P.BALAISHWARYA

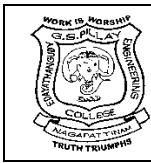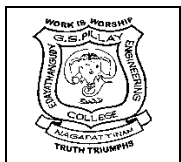| **Course Objectives**	**Course Outcomes:**
1. To illustrate the contemporary organizational behaviour theories and models. 2. To apply the individual and group behavior needed for the organization 3. To select the best leadership styles in a dynamic organization.	On completion of the course, students will be able to CO1: Interpret the approach of managers with organizational behavior models. (K2) CO2: Explain the individual personality using psychoanalysis theory. (K2) CO3: Modify the process of learning by classical conditioning theory.(K3) CO4: Describe the group development using Tuckman's model.(K2) CO5: Develop the leadership qualities by means of trait theory.(K3) CO6: Demonstrate the process of change using Lewin's force field theory of change.(K2)

PART – A (2 Mark Questions With Key)

S.No	Questions	Mark	COs	BTL
UNIT I – FOCUS AND PURPOSE				
1	Define Organizational Behaviour. A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness	2	1	K1
2	What is the scope of OB? The three internal organisational elements viz. people, technology and structure and the fourth element, i.e., external social systems may be taken as the scope of O.B.	2	1	K1
3	What is planning? A process that includes defining goals, establishing strategy, and developing plans to coordinate activities	2	1	K1
4	What is the difference between job and task? Job refers to the sum total of an individual's assignment at the workplace. Tasks refer to the various activities that need to be performed to get the job done	2	1	K1
5	What is intuition? *Intuition* is the ability to acquire knowledge without proof, evidence, or conscious reasoning, or without understanding how the knowledge was acquired	2	1	K1

6	What is the role of liaison in Organization?			
	Maintains a network of outside contracts who provide favours and information.	2	1	K1
7	What are the three levels of skills in Management?			
	Technical Skills, Human Skills and Conceptual Skills	2	1	K1
8	What is Psychology?			
	The scientific study of the human mind and its functions, especially those affecting behaviour in a given context	2	1	K1
9	What is Sociology?			
	The study of people in relation to their fellow human beings	2	1	K1
10	What is contingency approach?			
	Contingency approach, also known as situational approach, is a concept in management stating that there is no one universally applicable set of management principles (rules) by which to manage organizations.	2	1	K1
11	What is organizational citizenship behaviour?			
	Organizational citizenship behavior (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks.	2	1	K1
12	What is collegial model?			
	Collegial models assume that organizations determine policy and make decisions through a process of discussion leading to consensus. Power is shared among some or all members of the organization who are thought to have a shared understanding about the aims of the institution.	2	1	K1
13	What is workforce diversity?			
	The concept that organizations are becoming more heterogeneous in terms of gender, race, ethnicity and inclusion of other diverse	2	1	K1
14	What is an ethical dilemma?			
	Situations in which individuals are required to define right and wrong conduct	2	1	K1
15	What is quality management?			
	Quality management ensures that an organization, product or service is consistent. It has four main components: quality planning, quality assurance, quality control and quality improvement. Quality management is focused not only on product and service quality, but also on the means to achieve it.	2	1	K1

UNIT II – INDIVIDUAL BEHAVIOUR

1 Define Perception.

The process by which people select, organize, interpret, retrieve, and respond to information.   2   2   K1

2 What is locus of control?

The extent to which people believe they have power over events in their lives. A person with an internal locus of control believes that he or she can influence events and their outcomes, while someone with an external locus of control blames outside forces for everything.   2   2   K1

3 What is introversion?

Introversion is one of the major personality traits identified in many theories of personality. People who are introverted tend to be inward turning, or focused more on internal thoughts, feelings and moods rather than seeking out external stimulation.   2   2   K1

4 Name the determinants of Personality?

Heredity, Environment and Situation   2   2   K1

5 What is ego?

The part of the mind that mediates between the conscious and the unconscious and is responsible for reality testing and a sense of personal identity   2   2   K1

6 What is attitude?

Attitudes are evaluative statements or judgments concerning objects, people, or events. Also an "attitude" represents a predisposition to respond in a favorable or unfavorable way to persons or objects in one's environment.   2   2   K1

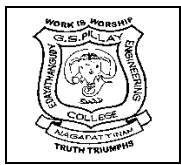7 What is halo effect?

Drawing a general impression about an individual on the basis of a single characteristic   2   2   K1

8 What is cognitive dissonance?

Cognitive dissonance refers to a situation involving conflicting attitudes, beliefs or behaviors. This produces a feeling of discomfort leading to an alteration in one of the attitudes, beliefs or behaviors to reduce the discomfort and restore balance etc.   2   2   K1
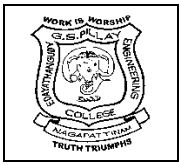
9 What is negative reinforcement?

Negative reinforcement occurs when a certain stimulus (usually an aversive stimulus) is removed after a particular behavior is exhibited. The likelihood of the particular behavior occurring again in the future is increased because of removing/avoiding the negative consequence   2   2   K1

10 Define Achievement Motivation?

Achievement motivation can be defined as the need for success or the attainment of excellence. Individuals will satisfy their needs through different means, and are driven to succeed for varying reasons both internal and external.   2   2   K1

11 What is emotional stability?

The quality of maintaining a constant character despite forces that threatens to disturb it.   2   2   K1

12 What is Machiavellianism?

Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.   2   2   K1

13 What is ideal image?

The ideal self refers to what one would like to look like. Ideal self stands more important to motivate an individual to behave in a particular manner   2   2   K1

14 What is selective perception?

People selectively interpret what they see on the basis of their interests, background, experience, and attitude   2   2   K1

15 What is attribution theory?

When individuals observe behavior, they attempt to determine whether it is internally or externally caused   2   2   K1

UNIT III –GROUP BEHAVIOUR

1 Why do people join groups?
Security, Status, Self esteem, Power, Affiliation & Goal Achievement

2 What is group dynamics?
Group dynamics is a system of behaviors and psychological processes occurring within a social group (*intra*group dynamics), or between social groups (*inter*group dynamics).   2   3   K1

3 What is the five stage model of group development?
Forming, Storming, Norming, Performing & Adjourning   2   3   K1

4 What is group cohesiveness?
The degree to which members of the group are attracted to each other and motivated to stay in the group   2   3   K1

5 What is group status?
A socially defined position or rank given to groups or group members by others   2   3   K1

6 What is deviant workplace behavior?
Voluntary behavior that violates significant organizational norms and, in doing so, threatens the well-being of the organization or its members   2   3   K1

7 What do you mean by task groups?
The behavior of such groups is directed toward achieving organizational goals. ... 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   2   3   K1
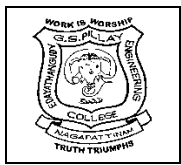
the same manager is considered as a command group.

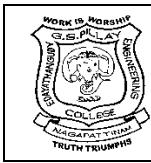|				
8	What is a team? A team can be defined as an association of individuals who, by generating positive synergy, is committed to achieve common goal.	2	3	K1
9	What is groupthink? A deterioration of individual's mental efficiency, reality testing, and moral judgments as a result of group pressures	2	3	K1
10	What is interpersonal relationship? An interpersonal relationship is an association between two or more people based on regular business interaction or some other types of social commitment	2	3	K1
11	What is brainstorming? Brainstorming is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.	2	3	K1
12	What is organizational structure? An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims.	2	3	K1
13	What is group shift? A change in decision risk between the group's decision and the individual decision that members within the group would make; can be either toward conservatism or greater risk	2	3	K1
14	What is synergy? An action of two or more substances that results in an effect that is different from the individual summation of the substances.	2	3	K1
15	What is social loafing? The tendency for individuals to expend less effort when working collectively than when working individually	2	3	K1

UNIT IV – LEADERSHIP AND POWER

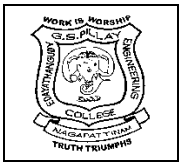|				
1	What is leadership? Leadership is the ability to influence a group toward the achievement of goals.	2	4	K1
2	What is autocratic leadership? A style of leadership in which the leader uses strong, directive, controlling actions to enforce the rules, regulations, activities and relationships in the work environment.	2	4	K1
3	What is democratic leadership? A style of leadership in which the leaders takes collaborative, responsive, interactive actions with followers concerning the work and the work environment.	2	4	K1
4	What is laissez-faire leadership? A style of leadership in which the leader fails to accept the responsibilities of the position.	2	4	K1
5	What is charismatic leadership? Charismatic leadership is basically the method of encouraging particular behaviors in others by way of eloquent communication, persuasion and force of personality. Charismatic leaders motivate followers to get things done or improve the way certain things are done.	2	4	K1
6	What is favourable situation in leadership? The situation is considered as highly favorable if it possess a high level of positive interpersonal relations between leaders and members, a well defined task structures and a leaders perceive that they are bestowed with strong perceived positional power.	2	4	K1

7	What is power?			
	The ability to get someone to do something you want done.	2	4	K1
8	What is a coercive power?			
	The extent to which a manager can deny desired rewards and administer punishment to control other people	2	4	K1
9	What is legitimate power?			
	The power a person receives as a result of his or her position in the formal hierarchy of an organization	2	4	K1
10	What is representative power?			
	The formal right conferred by the firm to speak for a potentially important group composed of individuals across departments or outside the firm.	2	4	K1
11	What is reference?			
	The ability to control another's behavior because the person wants to identify with the power source.	2	4	K1
12	What is organizational politics?			
	Attempts to influence others using discretionary behaviours to promote personal objectives .	2	4	K1
13	What are the responses of employees to organizational politics?			
	Job dissatisfaction, increased anxiety and stress, increased turnover and reduced performance.	2	4	K1
14	What is expert power?			
	It comes from an individual's ability to direct another's behavior because of special knowledge or expertise that one person may be perceived to possess which others need and look for.	2	4	K1
15	What is achievement –oriented leadership?			
	This deals with setting challenging goals, expecting subordinates to perform at the highest level, continually seeking improvement in performance.	2	4	K1

UNIT V – DYNAMICS OFORGANISATIONAL BEHAVIOUR

1	What is Organizational Culture?			
	Organizational Culture is the totality of beliefs, customs, traditions and values shared by the members of the organization	2	5	K1
2	Write the process of socialization?			
	Pre-arrival, encounter and metamorphosis	2	5	K1
3	What is organizational change?			
	The process by which organizations move from their present state to some desired	2	5	K1

future state to increase their effectiveness

4	What is organizational Development? A series of techniques and methods that managers can use in their action research program to increase the adaptability of their organization	2	5	K1
5	What is organizational climate? Organizational Climate consists of a set of characteristics that describe an organization, distinguish it from other organizations are relatively enduring over time and influence the behavior of people in it.	2	5	K1
6	What is job satisfaction? Job satisfaction is the feeling of an employee gets when the job fulfills all his expectations	2	5	K1
7	What is stress? A dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he desires	2	5	K1
8	What is organizational effectiveness? Organizational Effectiveness can be defined as the capacity to survive, adapt, maintain & grow regardless of the particular function it fulfills.	2	5	K1
9	What is task conflict? In a business or organization, task conflict occurs when two parties are unable to move forward on a task due to differing needs, behaviors or attitudes.	2	5	K1
10	Define resistance to change. Resistance to change is the action taken by individuals and groups when they perceive that a change that is occurring as a threat to them.	2	5	K1
11	How does technology change the organization? It creates the need for change. For example, technological developments in sophisticated and extremely expensive diagnostic equipment have created significant economy of scale for hospitals and medical centers.	2	5	K1
12	What is group inertia? Some times group norm or standards could act as a constraint. For example, the union norms may dictate resistance to change process.	2	5	K1
13	What are the characteristics of Organizational Development? - Planned strategy - Collaborative approach - Emphasize on the way to improve performance - Represent a system approach	2	5	K1

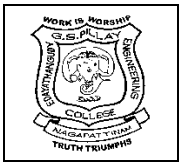| S.No	Questions	Mark	COs	BTL
14	What is process consultation?			
	The purpose of process consultation is for an outside consultant to assist a client, usually a manager to perceive, understand and act upon process events with which they must deal.	2	5	K1
15	Why team building is required in Organizational Development? Team building as an OD intervention strategy is aimed at improving intra and inter-group effectiveness. The team building activities may revolve around enhancing between interaction modes, sharing resources more effectively, forming temporary task forces, and acquiring skills for accomplishing the task as a team or teams of interacting members	2	5	K1

Note : 15 Questions with answer key must be prepared in each unit

PART – B (12 Mark Questions with Key)

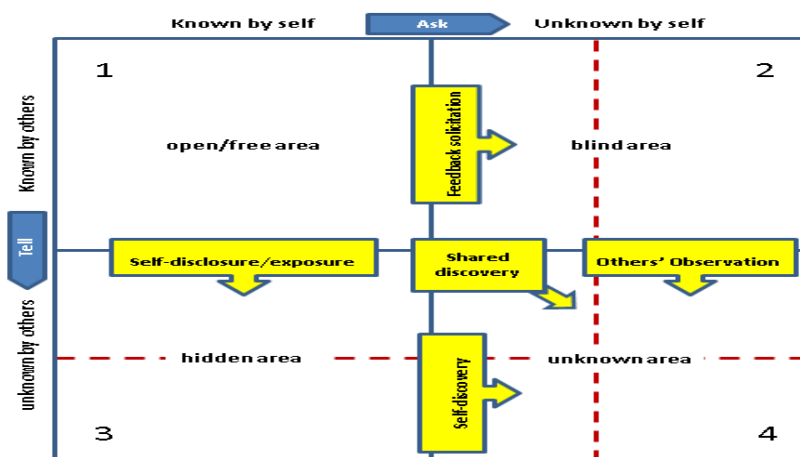| S.No	Questions	Mark	COs	BTL
	UNIT I FOCUS AND PURPOSE			
1	Elaborate the contributing discipline to the OB field. • Psychology • Social Psychology • Sociology] • Anthropology	12	1	K2
2	Elaborate the need and importance of organizational behavior . • It makes optimum utilization of resources. • It facilitates motivation. • It leads to higher efficiency. • It improves relations in the organization. • It is multidisciplinary in the sense that applies different techniques, methods, and theories to evaluate the performances	12	1	K2
3	Explain the scope of organizational behavior. People- Individual or in groups • Structure- Formal and Informal groups • Technology – It allows people to do more & better work • Environment- All organizations operate within a given internal and external environment	12	1	K2
4	Discuss the various approaches to organizational behaviour in detail. • Interdisciplinary approach • Scientific Management approach • Human resource approach • Contingency approach • System approach	12	1	K2
5	Explain the three framework of Organizational Behaviour. • Cognitive framework • Behaviouristic framework • Social Cognitive framework	12	1	K2
6	Describe the various models used for the study of OB. • The Autocratic Model • The Custodial Model • The supportive model • The collegial model • The system model	12	1	K2

UNIT II – INDIVIDUAL BEHAVIOUR

1   Explain the major personality attributes influencing OB.
- Locus of control
- Machiavellianism
- Self-esteem
- Self-monitoring
- Risk taking
- Type A personality

12   2   K2

2   Explain the classical conditioning theory of learning with example.
- Unconditioned Stimulus
- Unconditioned Response
- Conditioned Stimulus
- Conditioned Response

12   2   K2

3   Explain the process of organizational behavior modification in detail.
- Identify critical behaviors- absent or attendance, tardiness or prompt
- Measurement- frequency of critical behaviour
- Analyze behavioral consequences
- Apply intervention- positive, negative, punishment, extinction & (schedule-continuous, intermittent, fixed interval , variable interval)
- Evaluate performance improvement

12   2   K2

4   Discuss the stages of the perceptual process and common perceptual errors.
- o   Information attention and selection.
- o   Organization of information.
- o   Information interpretation.
- o   Information retrieval.
- o   Response

Perceptual Errors
- o   Halo effects.
- o   Selective perception.
- o   Projection.
- o   Contrast effects

12   2   K2

5   Examine the three components of attitude. Explain the cognitive dissonance theory.
- Cognitive Component
- Behavioral Component
- Affective Component

Cognitive dissonance refers to a situation involving conflicting attitudes, beliefs or behaviors. This produces a feeling of discomfort leading to an alteration in one of the attitudes, beliefs or behaviors to reduce the discomfort and restore balance etc

12   2   K2

6   Explain the Maslow's need hierarchy theory and Herzberg two factor theory of motivation in detail.

Maslow's
- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self actualization needs

Herzberg
- Motivational Factors
- Hygiene factors

12   2   K4

UNIT III – GROUP BEHAVIOUR

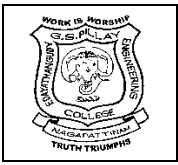|				
1	Explain the types of organizational structure using flow chart. • Functional structure, • Divisional structure • Project based matrix structure, • Team based structure • Geographical structure	12	3	K2
2	Elucidate the group decision making techniques in detail • Brain storming, • Nominal Group technique, • Delphi technique, • Dialectical Enquiry	12	3	K2
3	Explain the different types of group with examples. • **Formal groups-**command groups, task groups, and functional groups. • **Informal groups-** interest groups, friendship groups, or reference groups.	12	3	K2
4	Explain the elements of organizational structure. Work specialization Departmentalization Chain of Command Span of Control Centralization and Decentralization Formalization	12	3	K3
5	Briefly explain the different types of teams. • Problem solving team, • Self managed team • Cross functional team • Virtual team	12	3	K2
6	Explain the interpersonal relations using the model of Johari window. 	12	3	K2

UNIT IV – LEADERSHIP AND POWER

1	Explain the characteristics and functions of leadership. **Characteristics and functions of leadership** • Leadership is a personal quality. • 2. It exists only with followers. If there are no followers, there is no leadership? • 3. It is the willingness of people to follow that makes person a leader.	12	4	K2

- 4.Leadership is a process of influence. A leader must be able to influence the behaviour, attitude and beliefs of his subordinates.
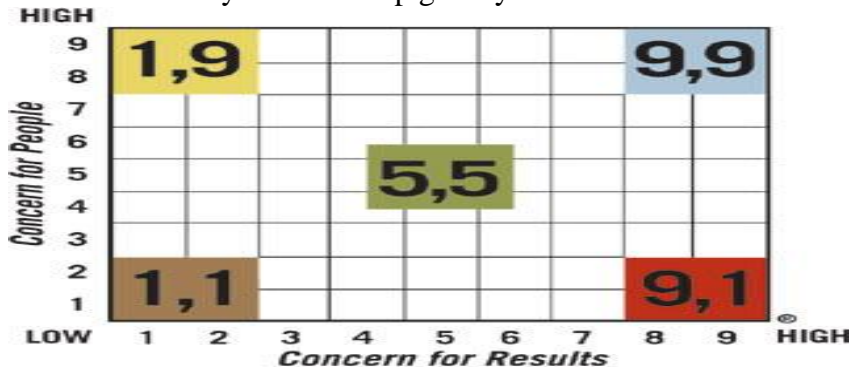 **Functions of leadership**
  1.Setting Goals
  2. Organizing
  3. Initiating Action
  4. Co-Ordination
  5. Direction and Motivation
  6. Link between Management and Workers:

2   What are the different styles of Leadership? Explain with examples
- Autocratic
- Democratic   12   4   K2
- Laissez-faire

3   Explain the behaviour theory of leadership grid by Blake and Mouton.

                                                                                            4   K2

                                                                                    12

4   Write notes on transactional and transformational leadership.

  O   Transactional leadership

    O   Leaders who guide or motivate their followers in the direction of   4   K2
        established goals by clarifying role and task requirements

    Characteristics of Transactional Leadership

- Contingent Reward
- Management by Exception (active)
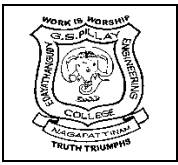- Management by Exception (passive)
- Laissez-Faire
  O   Transformational leadership

                                                                                    12

        Transformational leadership is defined as a **leadership** approach
        that causes change in individuals and social systems. It creates
        valuable and positive change in the followers with the end goal of
        developing followers into **leaders**.

    Characteristics of Transformational Leadership

- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individual Consideration

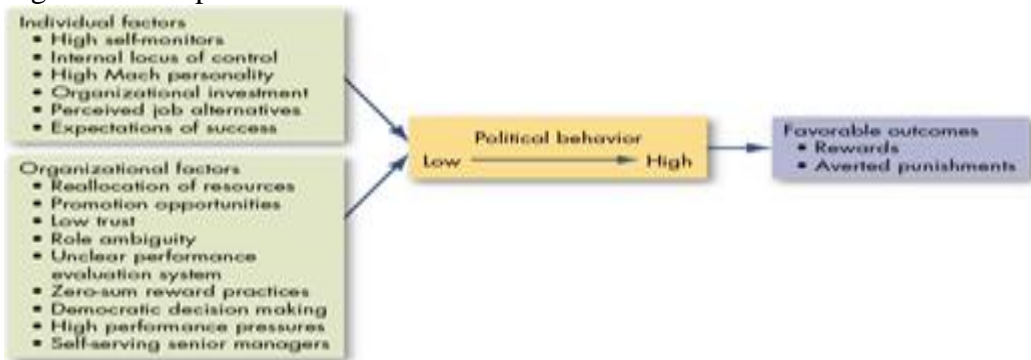5   Explain the major sources of power in detail.

   Position Power –Legitimate, Reward, Coercive, Process, Information and Representative

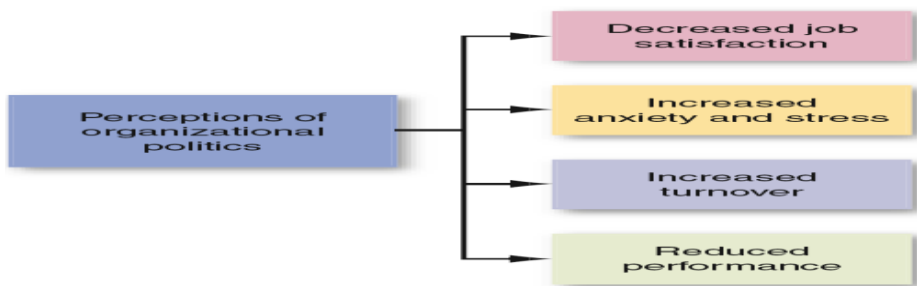   Personal Power- Expertise, Rational Persuasion, Reference, Coalition

12

4   K2

6   What are the factors that influence political behavior? How do employees respond to organizational politics?
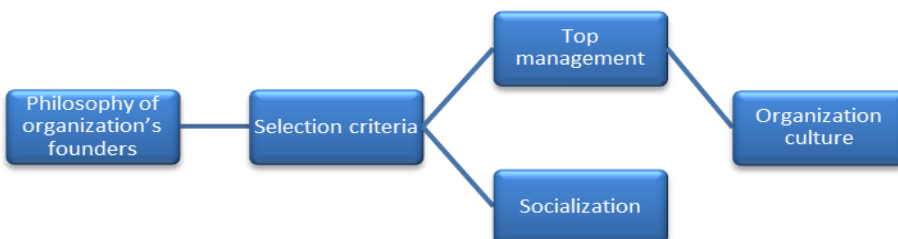
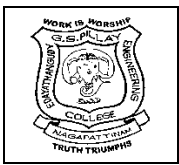4   K2

12

UNIT V – DYNAMICS OF ORGANISATIONAL BEHAVIOUR

1   How does the organization create and sustain culture?
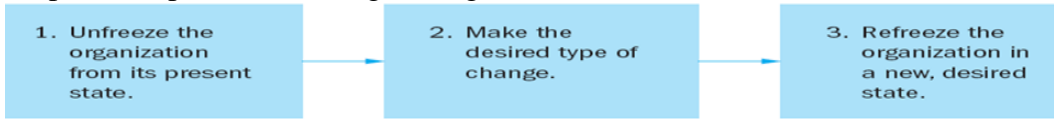
5   K2

12

2   Explain the process of change in organization.

12   5   K2

3   What is job satisfaction? What are the determinants of job satisfaction?
- Job satisfaction is the feeling of an employee gets when the job fulfills all his/her expectations

Determinants of job satisfaction:
- Personal factors:
  - Age
  - Gender
  - Education
  - Experience
  - Ability
  - Perception
- Organizational factors:
  - Nature of work assigned
  - Pay and other benefits
  - Superior-subordinate relationship
  - Interpersonal relationship
  - Opportunities for advancement

5   K2

12

4   Describe conflict management strategies that managers can use to resolve conflict effectively.
Functional Conflict Resolution
- Compromise
- Collaboration
- Accommodation
- Avoidance
- Competition

Strategies Focused on Individuals

Strategies Focused on the Whole Organization

5   K2

12

5   Explain the factors affecting organizational climate.
- Organization Structure
- Individual Responsibility
- Rewards
- Risk and risk-taking perception
- Warmth and support feelings
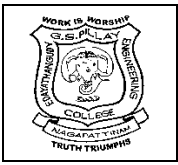- Tolerance and conflict

5   K2

12

6   Explain the approaches to measure organizational effectiveness.
- Goal Approach
- Internal Process Approach
- System Resource Approach
- Constituency Approach

12   5   K2

Note : 6 Questions with answer key must be prepared in each unit and maximum two sub divisions are allowed.

PART – C (20 Mark Questions with Key)

S.No	Questions	Mark	COs	BTL

UNIT I – – FOCUS AND PURPOSE

1	Explain the nature of organizational behaviour with examples.			
	(OR)	20	1	K2
	Explain the influence of Hawthorne experiment towards organizational productivity.			

UNIT II – INDIVIDUAL BEHAVIOUR

1	Analyze the following case and answer the questions given at the end of the case:			

Ram has been a clerk in a business firm for over a decade. He feels that he has been doing his job efficiently. However, the promotion to a supervisory position, which he has been expecting, has never materialized. He feels sad about it, and a little angry with his manager, Krishnan, who is responsible for promotions.

Ram feels that a deserving promotion has been denied to him and he attributes it to the fact that Krishnan belongs to a community different from his. This feeling has gone to such an extent that Ram has become somewhat negligent in his work. He keeps a book of poems which he quietly reads in the office in moments of dullness. He has even begun to write poems- a practice of his college days- and now he does so even in his office occasionally and delights in it. He even thinks of giving up his clerical job and imagines himself sitting on the chair of the sub-editor of a magazine which has published two of his poems under a pseudonym (nick name).

20   2   K4

  (i) Analyze the feelings and behavior of Ram in light of your knowledge of personality, perception and attitudes.
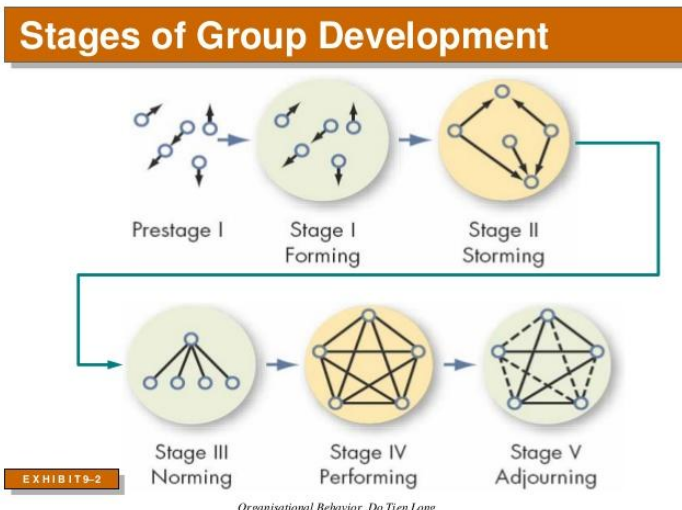
  (ii) What do you feel about the attitude of Krishnan?

    (Or)

Explain the Sigmund Freud's psychoanalysis theory of personality.
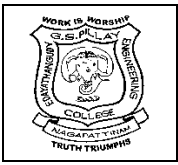
UNIT III – GROUP BEHAVIOUR

1   Identify the five stages of development that many groups pass through and specify strategies for managers to ensure effectiveness in all these stages.

Stages of Group Development

Organisational Behavior, Do Tien Long

20   3   K3

    (Or)

Explain the factors influencing group structure.

UNIT IV – LEADERSHIP AND POWER

1   Explain the contingency theory of Path –goal approach by Evans and House in detail.

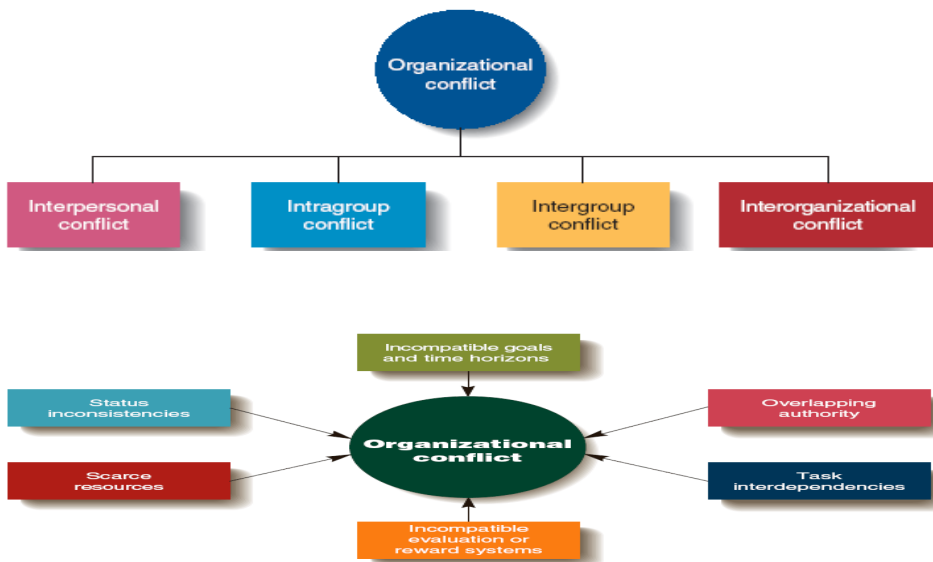|		
20	4	K3

(Or)

2   In a sugarcane factory there are around 15 unions. One of the major union leader happened to a crane operator. He never works. He makes his followers to work. He sleeps in the crane. This was his practice for more than 12 years. A new M.D. came and he wanted to make the mill a profit making unit. Many workers work hardly for two to three hours a day. They even go out of the mill during working hours. How can he take steps to bring things right?
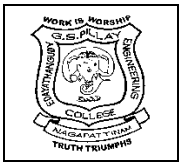
UNIT V – DYNAMICS OFORGANISATIONAL BEHAVIOUR

1   Explain why conflict arises, and identify the types and sources of conflict in organizations.

20	5	K3

(Or)

2 What is resistance to change and why? How can resistance to change be overcome?

- Education and communication
- Participation and empowerment
- Facilitation
- Bargaining and negotiation
- Manipulation
- Coercion
- Sensitivity Training
- Survey feedback
- Process Consultation
- Team Building
- Intergroup training
- Counseling
- Appreciative enquiry

Note : 2 Questions with answer key must be prepared in each unit and maximum two sub divisions are allowed.