ORGANISATIONAL BEHAVIOUR

B.P.A.E.-142

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By: *Taruna Jain*

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ORGANISATIONAL BEHAVIOUR

Question Bank – (Previous Year Solved Question Papers)

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■■

QUESTION PAPER

June – 2023

(Solved)

ORGANISATIONAL BEHAVIOUR

B.P.A.E.-142

Time: 3 Hours]   **[Maximum Marks : 100**

Note: *Answer any* **five** *questions. Select at least* **two** *questions from each section. All questions carry equal marks.*

SECTION-I

Q. 1. Decribe the concept and theories of Job Satisfaction.

Ans. Ref.: See Chapter-3, Page No. 21, 'Job Satisfaction'.

Q. 2. Explain Frederick Herzberg's two-factor theory.

Ans. Ref.: See Chapter-5, Page No. 46, Q. No. 4.

Q. 3. Write a note on importance and benefits of teamwork.

Ans. Ref.: See Chapter-7, Page No. 59, 'Importance of Teamwork' and Page No. 60, 'Benefits of Teamwork'.

Q. 4. Write short notes on the following:

(a) **Organisational behaviour models**

Ans. Ref.: See Chapter-1, Page No. 1, 'Organisational Behaviour Models'

(b) **The Myers-Brigg's Type Indicator**

Ans. Ref.: See Chapter-2, Page No. 12, 'The Myers-Brigg's Type Indicator (MBTI)'.

SECTION-II

Q. 5. Discuss the different types of organizational conflicts.

Ans. Ref.: See Chapter-10, Page No. 89, 'Types of Conflicts'.

Q. 6. Examine the different approaches to negotiation.

Ans. Ref.: See Chapter-11, Page No. 99, 'Different Approaches to Negotiation'.

Q. 7. Elucidate the key steps in successfully implementing change in an organisation.

Ans. Ref.: See Chapter-12, Page No. 115, Q. No. 2.

Q. 8. Write short notes on the following:

(a) **Styles of leadership.**

Ans. Ref.: See Chapter-9, Page No. 78, 'Styles of Leadership'.

(b) **Autocratic model of organizational behaviour.**

Ans. Ref.: See Chapter-16, Page No. 154, 'Autocratic Model'.

QUESTION PAPER

December – 2022

(Solved)

ORGANISATIONAL BEHAVIOUR   B.P.A.E.-142

Time: 3 Hours]   **[Maximum Marks : 100**

Note: *Answer any **five** questions. Select at least **two** questions from each section. All questions carry equal marks.*

SECTION-I

Q. 1. Discuss the meaning, features and significance of organisational behaviour.

Ans. Ref.: See Chapter-1, Page No. 1, 'Meaning of Organisational Behaviour', Page No. 2, 'Features of Organisational Behaviour' and 'Significance of Organisational Behaviour'.

Q. 2. Describe the meaning, types and components of Attitude.

Ans. Ref.: See Chapter-3, Page No. 20, 'Introduction'.

Q. 3. Examine the different theories of learning.

Ans. Ref.: See Chapter-4, Page No. 31, 'Theories of Learning'.

Q. 4. Write short notes on each of the following:

(a) **Bruce Tuckman's Five Stages Model**

Ans. Ref.: See Chapter-6, Page No. 53, Q. No. 3.

(b) **Benefits of Teamwork**

Ans. Ref.: See Chapter-7, Page No. 60, 'Benefits of Teamwork'.

SECTION-II

Q. 5. 'Communication is of different types and plays an important role in organisation.' Elaborate.

Ans. Ref.: See Chapter-8, Page No. 68, 'Introduction', 'Communication: Meaning and Definitions' and Page No. 69, 'Types of Communication'.

Q. 6. Examine the different types of leadership.

Ans. Ref.: See Chapter-9, Page No. 91, Q. No. 2.

Q. 7. Explain the different approaches to Negotiation.

Ans. Ref.: See Chapter-11, Page No. 99, 'Different Approaches to Negotiation'.

Q. 8. Write short notes on each of the following:

(a) **Nature of Stress**

Ans. Ref.: See Chapter-15, Page No. 138, 'Nature of Stress'.

(b) **Stimulus-Response Model**

Ans. Ref.: See Chapter-16, Page No. 148, 'S-R Model (Stimulus-Response Model)'.

ORGANISATIONAL BEHAVIOUR

BLOCK-1: CONCEPT AND RELEVANCE OF ORGANISATIONAL BEHAVIOUR

Organisational Behaviour: Meaning, Features, Significance and Models

1

INTRODUCTION

Peter Drucker (1999), stated that "The Organisation is, above all, social. It is people". OB refers to the study of the ways in which people interact in an organisation. The way the people behave in an organisational setting is different from the way they behave in their personal lives. Until the 1980s, the main focus of the business schools was on the importance of quantitative and other technical aspects of management, but later the focus shifted as the environment in which organisations work changed dramatically. This resulted in the change in the study of human behaviour. The main objective of developing the Organisational Behaviour as a discipline may be to improve the efficiency and efficacy of organisations. It is also beneficial for the individual employees from the scientific approaches embedded in the conceptual constructs of Organisational Behaviour theories as they look towards maximizing the outputs from individuals by strategic interventions. Therefore, an organisation can be defined as the group of two or more people who work together in order to attain a desired objective. Organisations are as diverse as a hospital, a university and a company like Infosys, etc. Richard L. Daft (2012) in his book "Organisation Theory and Design" defined organization as "Social entities that are goal-oriented. These are designed as structured and coordinated activity systems and are connected to the external environment". The main element of an organisation is not the building that houses it or the policies that governs it. The important element is the people and their relationships with one another. In an organisation, the people coordinate and interact with each other in order to attain organisation's objectives or common goals.

CHAPTER AT A GLANCE

MEANING OF ORGANISATIONAL BEHAVIOUR

John W. Newstrom and Keith Davis (2015) defined the organisational behaviour as 'study and application of knowledge about how people act within an organisation. It can be called as an instrument human benefit and is applicable broadly to the behaviour of people in all types of organisation'. According to Stephens P. Robbins and Judge (2019), the "Organisational Behaviour is a field of study that examines the impact that individuals, groups and structure have on behaviour within the organisations for the purpose of applying such knowledge toward improving organisation's effectiveness". Fred Luthans (2011) stated that "Organisational Behaviour is directly related to the understanding, production and control of human behaviour in organisations,". According to Robert E. Callahan, C. Patrick Fleenor and Harry R. Knudson (1985), organisational behaviour refers to "a subset of management activities concerned with understanding, predicting and influencing individual behaviour in organisational settings".

The above definitions clearly indicates that OB is unlike the terms 'human behaviour', 'animal behaviour', 'consumer behaviour', 'class room behaviour', etc., and when used in the context of Management Studies, the term refers to the study about a certain type of behaviour which is behaviour of individuals and groups within an organisational setting.

FEATURES OF ORGANISATIONAL BEHAVIOUR

The features of the Organisational Behaviour are as follows:

1. OB is an important part of the larger 'Management discipline'.
2. There are specified goals to achieve in OB which are directly or indirectly related to improvements in productivity.
3. OB is multi-disciplinary in nature which means that it is influenced by the developments in other fields of study like Economics, Management, Sociology, Anthropology, Psychology, Industrial Psychology, etc.
4. OB deals with the behaviour of humans alone within the extremely narrow context of life within an organisation.
5. The behaviour is studied at three different levels in OB-individual level, group level and the level of the organisation itself.

SIGNIFICANCE OF ORGANISATIONAL BEHAVIOUR

The organisation consists of many individuals possessing varied skills and expertise and work together to achieve the common objectives. There is a certain behaviour of the individuals which is most appropriate for achieving the prescribed goals. In the work, 'An Enquiry into the Nature and Causes of the Wealth of Nations' Adam Smith (1776) stated that the "the greatest improvement in the productive powers of labour and the greater part of skill, dexterity and judgement with which it is anywhere directed, or applied, seem to have been the effects of the division of labour." The division of labour concept made the individuals posses varied skills according to their hierarchical position. The OB theories help in dealing with the following challenges faced by today's organisations:

Workforce Diversity: The workforce diversity refers to the fact the group of employees are different in terms of race, gender, religion, caste, etc. which helps in bringing new perspectives to the workplace.

Globalisation: The feature is a challenge as well as an opportunity and the ones which take it as a challenge will be able to tap into the opportunities in a better way.

Customer-Orientation: Mahatma Gandhi stated that, "Customer is king" which does not mean that an organisation can sacrifice its employees as only the satisfied employees can make a customer satisfied.

There are limitations in most of the organisations in terms of tangible resources. The OB theories are important as the learnings from them can help the management to strike a perfect balance.

Innovation and Disruption: Innovation refers to using a new idea or method or process or technology which creates value for customers and profits for organisations. Caroline Howard of Forbes stated that disruption is destructive and creative at the same time as it displaces an existing market, industry or technology and replaces it with something better.

Work Environment: The work environment includes the psychological space in which the employees have healthy relationships with their superiors and colleagues and get the deserved recognition for their efforts. It is important to maintain a perfect work-life balance to operate at the optimum level.

ORGANISATIONAL BEHAVIOUR AND BUREAUCRACY

The bureaucratic organisation follows a strict and rigid hierarchy with technically qualified and skilled people placed at different positions. An organisation is 'impersonal' in the sense that its administration became rule-based. This means that same rules were applied to everyone. Earlier, the individuals were promoted on the basis of their relationships with owners/superiors, but in a bureaucracy and there were well defined rules and procedures for promotions. Max Weber (1978) stated that although bureaucracy limits the freedom of individuals, it is the most desired way of organising human activity. The term 'iron cage' was used by him to describe the situation in which individuals gets trapped in a system. The objective is the efficiency and individuals have no freedom to choose what they do. Weber also stated that the 'bureaucratisation' of society will lead to a 'polar night of icy darkness'.

Weber stated that an individual becomes a cog in the bureaucratic machine with the aim of becoming bigger cog within the bureaucracy. OB is important in such a system when compared to unorganised activities or to less developed forms of organised activities. According to Philip Selznick (1948), an eminent sociologist, in his work, Foundation of the Theory of Organisation, "Formal structures never succeed in conquering the non-rational dimensions of organisational behaviour". The organisation can be called as a system, which makes use of limited resources in the most efficient and effective manner. The act of delegation and control is used in dealing with this problem. The leadership is all about winning of

consent and support of individuals. An organisation is effective with the degree of effectiveness of persuasion and inducement from the management's side. Selznick stated that "control and consent cannot be divorced even within formally authoritarian structures" which means that without the consent of the individuals, control cannot be imposed effectively and hence the organisation should be seen as a social structure.

The individuals in the formal system are seen in relation to their 'roles' within the system. The employees are the 'whole' individuals who can create problems for the formal organisation because of the needs of his personality, because of his habits and because of conflicts of interest by way of commitment to entities external to the organisation. The act of delegation is a formal assignment made to 'roles' or official positions. Selznick gave an example where one of the tasks delegated to a subordinate is training his own replacement. We can say that the formal system alone cannot help in achieving the organisational goals. Lyndal Urwick, an expert in Public Administration and Management, recommended that the formal channels function only to confirm and record decisions arrived at through more personal means. This will help in making the Organisational Behaviour as important in the organisational setting.

THEORETICAL FRAMEWORK OF ORGANISATIONAL BEHAVIOUR

The three main theoretical frameworks in the discipline of Organisational Behaviour are:

Behavioural Framework: The main objective of this framework is on the 'Stimulus-Response' pair. A specific stimulus gets connected with a particular kind of response in the minds of individuals. In the Organisational Behaviour, the responses can be conditioned/taught. According to many critics, classical conditioning is restricted in its applicability to involuntary responses. B. F. Skinner (1950) developed the 'operant conditioning' by the response to a stimulus which is based on the consequences of that response (in the past). There can be different types of consequences:

- Something positive can be given like a salary or increment
- Something positive can be taken away like the discontinuance of perks
- Something negative can be introduced like a punishment
- Something negative can be discontinued like revoking a suspension).

It is important to study the 18th century debate among scholars for understanding the nature of successor states which emerged in this period. 18th century has been largely analysed in the context of the Mughal empire. However, recent writings focus on 18th century as an epoch in which certain trends emerged which were not wholly governed by the presence of Mughal empire. Therefore, an attempt is being made to study 18th century as a period in which many positive features existed thus demolishing the 'bleak-century' postulate. This phase represents a transitional era between the medieval and modern period. The earliest interpretation of 18th century is contained in Sir Jadu Nath Sarkar's History of Bengal Vol. II and The Fall of Mughal Empire Volume IV in which the 18th century was categorized into pre-British period and the British period. He subscribes to the dark age postulate of 18th century. Historians like Athar Ali refers to the rise of successor states in the 18th century but feel that these should be analysed within the frame work of Mughal decline. Hermann Goetz in his lecture on the crisis of Indian Civilization in the 18th century and early 19th century laid emphasis on the cultural development in India in the 18th century. This was a marked departure from the 'overall decay' theory of 18th century. However, deviating from these approaches recently historians have tried to analyse the successor states and emergence of new states in the 18th century. These comprised of Awadh, Hyderabad, Bengal, Mysore, Marathas, Sikhs, etc. These policies are analysed as preparing the ground for the metamorphosis from the Mughal imperial system to the British system. The 18th century polities should also be seen in the context of continuity with the Mughal political system and also changes introduced to suit the new political situation. Thus, the 18th century reflected the political transformation from Mughal decline to British colonialism but the socio economic forces at the local level continued to operate as before but the local groups shifted their political allegiance. With the decline of Mughal empire the virtually independent zamindars performed the task of collection of revenue and the local rulers used these resources for sustaining court and armies. This income also penetrated into towns and urban centers which thrived continually. Several types of political formations emerged in this period ranging from successor states to zamindaris which later got absorbed into the category of Princely states under the British.

Cognitive Framework: The cognition precedes behaviour in this framework and believes that the individual knows and expects that a specific action will

lead to a specific consequence. He is aware of it and thinks about the goal and the kind of behaviour that can lead to the achievement of that goal. The cognitive behaviour can be applied in 'Motivation'.

Social Cognitive Framework: The framework introduces environment as an important determinant. We respond differently in our day to day life which is an outcome of observation and imitation. The children observe others very closely and often try to mimic what they see. The employees in an organisation tend to do this as well and therefore the framework is an important element of the discipline of OB.

ORGANISATIONAL BEHAVIOUR MODELS

Autocratic Model

According to this model, the ones who are the part of the management have the expertise, knowledge and skills required to run the business and the ones at the ground level lack skills to do the work on their own. It is assumed that they need to be micro-managed by those in power and have no say in the functioning of the organisation. The opinion and suggestion made by this group is not sought and the owners have full command over their employees. The model was successful to a great extent during the period of Industrial Revolution. The drawbacks of the model are that the employees are unlikely to experience job satisfaction as they do not have any control on what they do at the workplace. The method does not suit the modern day organisation.

Custodial Model

The limitations of the autocratic model led to the development of the custodial model. The employees in the autocratic model are afraid of the management and therefore do not rebel or oppose their commands. In order to deal with this problem, the custodial model of OB was introduced which believes that the welfare of the employees is looked after by the management, by offering economic security to them. Some other welfare measures introduced in the model are the crèche for the kids of the employees, medical benefits, etc.

Supportive Model

The power and authority are the main elements in the autocratic model and in the custodial model, the incentives are the driving force. The main focus of the supportive model is on the harmonious relationship between the management and the employees. The employees are motivated working in an organisation in which supportive model is employed.

Collegial Model

Everybody works as colleagues in the Collegial model and the team-work is the key factor. The people participate in the growth of the organisation and the manager acts like a coach to develop team spirit among the employees. This model is very effective in industries that by their very nature have to innovate. The team work helps in creating new ideas and path-breaking discoveries.

Systems Model

An organisation, according to this model acknowledges that individuals have different goals, talents and potential. The objective is to maintain a balance between the goals of the employees with the goals of the organisation. The individuals look forward towards good remuneration, job security, etc. The organisation should work towards looking for ways to reach win-win situations, in which the requirements of the employees are fulfilled even while they add value to the organisation.

CHECK YOUR PROGRESS

Q. 1. Define 'Organisation' and explain the meaning of OB.

Ans. An organisation can be defined as a collection of people who collectively work towards a common purpose. There are some hierarchy and division of labour followed in an organisation–That is, it has some form of structure. The structure may be formal, like in a publicly-traded company in which policies and procedures define who does what and how they do it. It can be informal, such as a student-team you join as part of a group project for a course where you agree amongst yourselves who does what and how they do it. The organisations are the "open systems" which means the organisation has an effect on and is affected by the outside world

Some definition of organisation is as follows:

Louis Allen defined organisation as,

- "Organisation refers to a process that identifies and groups work to be performed, defining and delegating responsibility and authority and forming relationships for the purpose of enabling people to work most effectively together in accomplishing objectives." Allen stated that an organisation is a tool that helps in achieving organisational goals. The work of a person is defined and authority and responsibility is fixed for accomplishing the same. Wheeler defined the term as:

- "Internal organisation refers to a structural framework of duties and responsibilities required of personnel in performing various functions