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M.C.O.-1

Organisational Theory and Behaviour

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Content

**ORGANISATIONAL THEORY
AND BEHAVIOUR**

| | |
|--|-----|
| Question Paper—June-2024 (Solved) | 1-2 |
| Question Paper—December-2023 (Solved) | 1 |
| Question Paper—June-2023 (Solved) | 1 |
| Question Paper—December-2022 (Solved) | 1-2 |
| Question Paper—Exam Held in March-2022 (Solved) | 1-2 |
| Question Paper—Exam Held in August-2021 (Solved) | 1-4 |
| Question Paper—Exam Held in February-2021 (Solved) | 1 |
| Question Paper—December, 2019 (Solved) | 1 |
| Question Paper—June, 2019 (Solved) | 1-3 |
| Question Paper—December, 2018 (Solved) | 1-2 |
| Question Paper—June, 2018 (Solved) | 1-3 |
| Question Paper—December, 2017 (Solved) | 1-3 |
| Question Paper—June, 2017 (Solved) | 1 |

| <i>S.No.</i> | <i>Chapterwise Reference Book</i> | <i>Page</i> |
|--------------|-----------------------------------|-------------|
|--------------|-----------------------------------|-------------|

ORGANISATION THEORY

| | |
|---|----|
| 1. Introduction to Organisation | 1 |
| 2. Organisation Theory | 11 |
| 3. Organisation Structure and Effectiveness | 24 |

ORGANISATIONAL BEHAVIOUR AND INDIVIDUAL PERSPECTIVE-I

| | |
|---|----|
| 4. Overview of Organisational Behaviour | 33 |
| 5. Individual Behaviour and Learning | 42 |
| 6. Perception | 54 |
| 7. Attitudes and Values | 62 |

| <i>S.No.</i> | <i>Chapterwise Reference Book</i> | <i>Page</i> |
|--------------|-----------------------------------|-------------|
|--------------|-----------------------------------|-------------|

ORGANISATIONAL BEHAVIOUR AND INDIVIDUAL PERSPECTIVE-II

| | |
|---|-----|
| 8. Personality and Emotions | 71 |
| 9. Stress Management | 84 |
| 10. Motivation | 94 |
| 11. Job Design and Job Satisfaction | 108 |

GROUP BEHAVIOUR

| | |
|---|-----|
| 12. Group Formation and Structure | 120 |
| 13. Communication | 132 |
| 14. Conflict Management | 140 |
| 15. Team Building and Leadership | 147 |
| 16. Power and Politics | 157 |

ORGANISATIONAL CULTURE AND DEVELOPMENT

| | |
|---|-----|
| 17. Organizational Culture and Climate | 167 |
| 18. Organizational Change | 174 |
| 19. Organizational Development | 182 |
| 20. Emerging Trends in Organizational Development | 198 |



**Sample Preview
of the
Solved
Sample Question
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QUESTION PAPER

June – 2024

(Solved)

ORGANISATIONAL THEORY AND BEHAVIOUR M.C.O.-1

Time: 3 Hours]

[Maximum Marks: 100

Weightage: 70%

Note: Answer any **five** questions. All questions carry **equal** marks.

Q. 1. Describe various steps involved in formulating strategies for change of employee's behaviour in an organization.

Ans. Ref.: See Chapter-5, Page No. 52, Q. No. 6.

Q. 2. What is team building? Explain different approaches of team building. Do you think that these approaches are helpful in the process of team building?

Ans. Ref.: See Chapter-15, Page No. 154, Q. No. 2.

Q. 3. Discuss the effective and ineffective dimensions of Leadership and also explain the factors that influence leadership effectiveness.

Ans. Ref.: See Chapter-15, Page No. 148, 'Leadership' and Page No. 152, Q. No. 3.

Also Add: Factors Influencing Leadership Effectiveness

1. Organizational Culture:

- A culture that values collaboration, innovation, and open communication fosters effective leadership. Leaders who align their behaviour with the organization's values and culture are more likely to succeed.
- Conversely, a toxic or rigid culture can hinder even the most skilled leaders.

2. Leader's Personality and Traits:

- Traits like emotional intelligence, resilience, openness to feedback, and ethical integrity play a significant role in a leader's effectiveness. Leaders who are approachable, self-aware, and empathetic are generally more successful.
- Personality traits such as narcissism or rigidity can undermine leadership effectiveness.

3. Team Composition and Dynamics:

- The makeup of the team, including the skills, experience, and personalities of its members, can impact leadership effectiveness. Leaders who understand team dynamics and play to their strengths are often more successful.
- A highly capable team that operates harmoniously can enhance a leader's effectiveness.

4. Experience and Competence:

- Leaders with strong experience and a solid track record in their field are often more effective. Their competence earns them respect, and their expertise helps them navigate challenges.
- Lack of experience or knowledge in a specific industry or role can limit a leader's ability to guide the team effectively.

5. Decision-Making Environment:

- The environment in which decisions are made also influences leadership effectiveness. Leaders who have access to accurate information, resources, and support from stakeholders tend to be more effective.
- Conversely, environments with misinformation, bureaucratic hurdles, or lack of autonomy can restrict leadership potential.

6. External Conditions:

- External factors such as market conditions, economic trends, or unforeseen crises (like a pandemic) can test leadership effectiveness. Leaders who can adapt to external pressures while keeping their teams focused are seen as more effective.
- These conditions may also provide opportunities for growth or pose significant challenges that require rapid adaptation.

7. Support and Resources:

- Effective leadership is often supported by adequate resources, including tools, technology, training, and human capital. Leaders who lack these resources may struggle to achieve their goals or implement their vision.

8. Follower Expectations and Needs:

- The needs and expectations of the followers (team members) shape leadership effectiveness. Leaders who are attuned to the personal and professional needs of their followers can build stronger relationships and foster higher levels of engagement.
- Misalignment with team expectations can lead to disengagement or resistance.

Q. 4. What are the various sources of power in an organization? Also explain the process of obtaining power in the organization.

Ans. Ref.: See Chapter-16, Page No. 162, Q. No. 3, Page No. 163, Q. No. 4 and Page No. 159, Q. No. 2.

Q. 5. Explain any four organizational development interventions which may be applied for the improvement of the organization.

Ans. Ref.: See Chapter-19, Page No. 188, Q. No. 3 and Page No. 190, Q. No. 4.

Q. 6. Critically examine Maslow's need hierarchy theory of motivation. How does this theory differ with the Herzberg's theory of motivation?

Ans. Maslow proposed the need of hierarchy theory of motivation that classified needs as basic, safety, social, esteem and self-realization. As per this theory, motivation arises from unsatisfied needs.

According to **Frederick Herzberg**, two factors determine motivation and satisfaction of employees, they are: hygiene and motivational factors. According to this theory, hygiene factors prevent dissatisfaction and motivators alone help in motivating employees. Hygiene factors comprises of company policy and administration, supervision, relationship with superiors, work conditions, salary, relationship with peers, personal life, relationship with subordinates, status and security.

Also Ref.: See Chapter-10, Page No. 104, Q. No. 4.

Q. 7. Stress in our daily life is the result of many interacting factors. Identify these factors and diagnose their psychological and organizational consequences.

Ans. Ref.: See Chapter-9, Page No. 91, Q. No. 5.

Q. 8. What is organizational change? Explain Lewin's model of process of change.

Ans. Ref.: See Chapter-18, Page No. 176, Q. No. 2 and Page No. 179, Q. No. 6.

Q. 9. What do you mean by Transactional Analysis? How do transactional analysis help in improving the communication in the organization?

Ans. Ref.: See Chapter-13, Page No. 135, Q. No. 7 and Q. No. 8.

■ ■

Sample Preview of The Chapter

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ORGANISATION THEORY AND BEHAVIOUR

Organisation Theory



Introduction to Organisation

INTRODUCTION

An organisation is a sum total of persons or individuals working together for a common goal and objective. The working is based on various principles to ensure the effective and efficient working of the organisation. It enables to have proper line of authority to enable the co-ordination and effective communication. The manager is expected to perform main functions to accomplish the work they are planning, organising, staffing, directing, communicating, decision-making and controlling. Managers are expected to play interpersonal as well as informational roles in order to maintain proper balance between the various levels of management. Modern organisations have become the innovative structure between old and new technology. These changes have led to the increase in competition, small companies have collaborated with big and Multinational Companies. They are now more quality based than quantity.

SUMMARY

An organisation is an arrangement and group of people working together to pursue collective goals, by applying certain principles of management to accomplish the work effectively and efficiently. Every organisation appoints a manager to play a dominant role in interacting with the people and to organize the activities among themselves to get the work done within a stipulated time period.

Organisation is considered as a social entity having an identifying boundary to function relatively

continuously to achieve the common goal or set of goals. The features and activities which are describing the organisation as a social entity are the activities which are coordinated and properly managed by the management. Secondly, the identifiable boundaries need to be managed in time to achieve the goals in the stipulated time.

The significance of an organisation is to ensure specialisation in the enterprise. It helps to clear the line of authority and responsibility amongst the employee and employer. It facilitates better coordination and communication. It enables the management to implement and adapt to new technology. It gives better human relations in the enterprise.

The main objective of every organisation is to have economic progress. It can only be possible if the entire process is planned, organised, directed and controlled properly by all levels of management's namely top level, middle level and supervisory level. The organisational structure should be dynamic enough to curtail the needs and objectives of the organisation. General principles and guidelines of management laid down by *Henry Fayol* helps in the smooth and effective performance of every business enterprise.

The main functions performed by managers of an organisation are planning, organising, staffing, directing, communicating, decision-making and controlling. Manager sets the objectives in each and every area. He also makes the objectives effective by communicating them to the people whose performance

2 / NEERAJ : ORGANISATION THEORY AND BEHAVIOUR

is needed to attain them. Each and every department should be planned and organised in such a manner that the group who is appointed to do the work does equal justice to the work assigned to them or else the whole activity will be useless. Manager motivates and communicates the team according to the position and promotion given to them. He establishes the yard stick to measure the performance of the whole organisation and focuses on the work of the individual and help him to do the work. He analyses, appraises and interprets the performance. He develops people by setting objectives, organising, motivating and communicating, measuring and developing people according to the categories.

Besides these principles they perform various roles also in an organisation namely, interpersonal roles which includes leading, liaising, and symbol or figure head, informational roles covers monitoring, sharing information and to act as a spokesperson and decisional roles such as taking initiative, handling disagreement, allocating resources and negotiating. All these functions and roles are performed by the managers in order to maintain a balance between all the levels of management. These functions are performed by the senior managers and high rank officers in order to maintain a balance between the work and people. Besides assigning and getting the work done through the subordinates, it becomes the duty to take care of them, by giving them enough space to express themselves and work satisfactorily in the organisation. Thus managers play a very important role in the smooth functioning of an organisation by devoting their time to the staff and giving them enough space to express and solve the issues, be it official or personal. In the modern era, management has developed a lot as compared to the olden days. It used to be only a function in the organisation, to be performed by the manager and no professional skill was required to act as a manager. With the advent of modern technology and knowledge advancements, management has emerged as a profession.

Some of the characteristics of management to be considered as a profession are:

- (i) Management is the body of knowledge.
- (ii) Formal teaching of management is required to fulfil the criteria to be appointed as a manager.
- (iii) Many representative associations and body of members are there in the field of management.

- (iv) Ethical standards required to be enforced, to make the output professional.
- (v) Provision of suitable remuneration is there to the members in the service of management.

An organisation is a process of management where manager create, direct, maintain and operate the basic functions to meet the requirement of the goals laid down for the economic growth of the business. It varies from an organisation to organisation and according to the types of organisations.

Organisations can be classified according to the need, nature, structure and functions of business enterprise. The organisations which are structure based are termed as formal and informal organisation. Formal organisation is structured, rigid, defined and durable whereas an Informal organisation is loose, flexible, undefined and spontaneous. Then there are certain organisations which are classified according to the emotional involvement of people, they are termed as primary and secondary organisation. Primary organisations are totally emotionally based and secondary are contractual based. There are certain organisations which are based on principal objectives such as service organisations like charity, schools, roads etc., economic organisations such as partnerships, co-operations etc., religious organisations such as temples, trusts, churches, etc., protective organisations such as police, fire department etc., government organisations such as central and state government departments, courts, etc., and social organisations such as clubs, teams etc.

Employees are the functional bodies of an organisation; therefore, the activities performed by them should be excellent in all respects. They should be possessing desirable skills and traits in order to give the best attributes to the organisation.

Some of the expected abilities that an efficient employee should possess are as follows:

- (i) To establish faith and trust with the organisation.
- (ii) To organise the work effectively.
- (iii) To perceive future plans and policies for the work according to the changing trends in the required field.
- (iv) To put adequate effort as per the requirement of the work.
- (v) To be flexible in nature in order to adopt the changes in the organisational structure or functions from time-to-time.

- (vi) To establish effective human relations with the insiders and outsiders.
- (vii) To generate adequate resources for the effective running of an organisation.

Modernisation has led to the increase in the man-machine relationship in the organisation. Operational status of organisations have become more technical than manual. Thus management has become a hybrid of old and new technology. Mathematical approach has given rise to the quality control in the organisation. It has become more informational based than before.

The main features of modern organisations are:

- (i) It has become smaller in size due to less manpower.
- (ii) Organisational structure has become circular due to reduction in the layers of management.
- (iii) It is more of technical based so workers are also technically qualified than before.
- (iv) More emphasis is given to the customer satisfaction and to the share holders of the organisation.
- (v) Time and place of working have become flexible.
- (vi) Quality is the prime objective than quantity.
- (vii) Due to increase in the service organisation communication has become informal and lateral.
- (viii) Participation of middle and junior management is there in decision-making as compared to the top level management, as middle and junior management is more technically qualified than what it used to be.

Therefore, we can say that due to recent and rapid changes in the trends and basic functions of the economic environment has given rise to the modern organisation where the structure and functions have changed to a great extent due to increase in competition, small companies collaborating with big and multinational companies, use of advanced technology, innovative products launched in the market, flexible time, being qualitative than quantitative, growing and developing aspect of working environment and technology, etc have made the modern organisation to run effectively and efficiently.

CHECK YOUR PROGRESS

Q. 1. Why do we need to study about organisations? How are different activities in an organisation coordinated for achieving a common goal?

Ans. We need to study about organisations as it helps in understanding the aspect of business and its economic status. It enables us to accomplish goals and objectives that can be achieved with more efficiency and precision through the concerned actions of individuals. The sequences of activities required to achieve particular objectives are too much for an individual and so they can be completed successfully only with the help of organisation. The role and objective of an organisation is to get the work done through others in order to achieve the goals effectively and efficiently. Modernisation of our life style demands an organised and result oriented inputs. Therefore, the study of organisation helps a lot in keeping the pace of our work according to the desired limits, without it the whole system will collapse as we are fully dependent on the roles and functions of an organisation.

The activities performed by an organisation to achieve a common goal are:

- (i) Division of work among the subordinates according to their specialisation in order to get the work done efficiently.
- (ii) To authorise a person to do the work independently so that he was responsible for the work and accomplish that work with full concentration and efficiency.
- (iii) Proper discipline should be maintained and a fair share of competence in work should be made.
- (iv) Unity of command helps in distributing the work evenly and helps in the stability of work.
- (v) To maintain the decorum of the work ethics by giving top priority to the work than to the people around for the benefit of the organisation.

Q. 2. Do the term “organisation” and “management” go together? Describe purpose of management in an organisation.

Ans. Yes, organisation and management go together, as without management, an organisation cannot achieve its goals. An organisation needs to be managed according to the various principles of management and without the effective implementation of the same the expected output is not possible.

The purpose of management in an organisation is to get the work done through a group of people in order to achieve the goals related to the economic growth of the business. It is done by coordinating the available

4 / NEERAJ : ORGANISATION THEORY AND BEHAVIOUR

resources through the process of planning, organising, directing and controlling to achieve the main objectives. Management helps in getting the work done effectively and efficiently by the group of people involved in the organisational structure. Proper implementation and coordination enables a management to make the functioning of an organisation more flexible and healthy. It is the lifeline of an organisation, therefore, management should run effectively to get the desired results.

Q. 3. Do you agree with all the 14 principles of management given by Henri Fayol in context of modern organisation?

Ans. Yes, I agree with all the 14 principles of management given by *Henry Fayol* as they allow flexible implementation of the functions of management in the organisation. The principles laid down by Fayol are general and easy to understand. They are easily acceptable and understood by the people. His most salient and useful features which have given encouraging results at all times is “Union is Strength”.

The main features of modern organisations are:

- (i) It has become smaller in size due to less manpower.
- (ii) Organisational structure has become circular due to reduction in the layers of management.
- (iii) It is more of technical based so workers are also technically qualified than before.
- (iv) More emphasis is given to the customer satisfaction and to the shareholders of the organisation.
- (v) Time and place of working have become flexible.
- (vi) Quality is the prime objective than quantity.
- (vii) Due to increase in the service organisation communication has become informal and lateral.
- (viii) Participation of middle and junior management is there in decision-making as compared to the top level management, as middle and junior management is more technically qualified than what it used to be.

All these features are easily absorbed and flexible enough for implementing the principles of management laid down by Fayol. The changes are easily taken up by these principles in the most convenient and conventional way in order to suit the features of the modern organisation.

Q. 4. What are various functions and roles of managers?

Ans. Managers play a dominant role in the organisation and its perfect management. They are the life line of an organisation, without them the organisation cannot function efficiently.

The main functions performed by managers of an organisation are planning, organising, staffing, directing, communicating, decision-making and controlling. Each and every department should be planned and organised in such a manner that the group who is appointed to do the work does equal justice to the work assigned to them or else the whole activity will be useless.

Besides these principles they perform various roles also in an organisation namely, interpersonal roles which includes leading, liaising, and symbol or figure head, informational roles covers monitoring, sharing information and to act as a spokesperson and decisional roles such as taking initiative, handling disagreement, allocating resources and negotiating. All these functions and roles are performed by the managers in order to maintain a balance between all the levels of management. These functions are performed by the senior managers and high rank officers in order to maintain a balance between the work and people. Besides assigning and getting the work done through the subordinates, it becomes the duty to take care of them, by giving them enough space to express themselves and work satisfactorily in the organisation. Thus managers play a very important role in the smooth functioning of an organisation by devoting his time to the staff and giving them enough space to express and solve the issues, be it official or personal.

Q. 5. What are various types of organisations?

Ans. An organisation is a process of management where manager create, direct, maintain and operate the basic functions to meet the requirements of the goals laid down for the economic growth of the business. It varies from an organisation to organisation and according to the type of organisation.

Organizations can be classified according to the need, nature, structure and functions of business enterprise. The organisations which are structure based are termed as formal and informal organisation. Formal organisation is structured, rigid, defined and durable whereas an Informal organisation is loose, flexible, undefined and spontaneous. Then, there are certain organisations which are classified according to the