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# **M.P.C.E.-31**

## **Organisational Behaviour**

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*By: Rakesh Kumar*



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Mob.: 8510009872, 8510009878 E-mail: [info@neerajbooks.com](mailto:info@neerajbooks.com)

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# QUESTION PAPER

June – 2023

(Solved)

## ORGANISATIONAL BEHAVIOUR

M.P.C.E.-31

Time: 2 Hours ]

[ Maximum Marks : 50

Note: All sections are compulsory.

### SECTION-A

Note: Answer the following questions:

**Q. 1. Elaborate upon the Morgan's (1986) organisational metaphors.**

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

**Q. 2. Describe the phases of evolution of organisational behaviour in India. Explain the characteristics of the field of organisational behaviour today.**

Ans. Ref.: See Chapter-2, Page No. 12, Q. No. 3 and Page No. 9, 'Characteristics of the Field OB Today'.

**Q. 3. Explain the models of organisational behaviour.**

Ans. Ref.: See Chapter-4, Page No. 24, 'Models of Organisation'.

**Q. 4. Explain work motivation and its characteristics. Discuss the general model of work motivation.**

Ans. Ref.: See Chapter-6, Page No. 46, 'Defining Work Motivation', 'Characteristics of Work Motivation' and 'General Model of Work Motivation'.

### SECTION-B

Note: Answer the following questions:

**Q. 5. Discuss the antecedents of Job Satisfaction.**

Ans. Ref.: See Chapter-5, Page No. 32, 'Antecedents of Job Satisfaction'.

**Q. 6. Explain Maslow's theory of hierarchy of needs.**

Ans. Ref.: See Chapter-7, Page No. 56, 'Maslow's Hierarchy of Needs'.

**Q. 7. Discuss the managerial implications of equity theory with a suitable example.**

Ans. Ref.: See Chapter-7, Page No. 58, 'Managerial Implications of Equity Theory'.

**Q. 8. Define leadership. Describe the approaches of leadership.**

Ans. Ref.: See Chapter-9, Page No. 80, 'Definition of Leadership' and Page No. 82, 'Approaches of Leadership'.

**Q. 9. Explain the issues related to change management.**

Ans. Ref.: See Chapter-10, Page No. 90, 'Issues About Change Management'.

### SECTION-C

Note: Write short notes on the following:

**Q. 10. Employee Ownership**

Ans. Ref.: See Chapter-16, Page No. 156, 'Employee Ownership'.

**Q. 11. Cognitive factors in social learning**

Ans. Ref.: See Chapter-13, Page No. 112, 'Cognitive Factors in Social Learning'.

**Q. 12. Components of conflict resolution**

Ans. Ref.: See Chapter-12, Page No. 106, 'Components of Conflict Resolution'.



# QUESTION PAPER

December – 2022

(Solved)

## ORGANISATIONAL BEHAVIOUR

M.P.C.E.-31

Time: 2 Hours ]

[ Maximum Marks : 50

Note: All sections are compulsory.

### SECTION-A

Note: Answer the following questions:

**Q. 1. Define organizational psychology. Describe organizational metaphors as given by Morgan (1986).**

**Ans. Ref.:** See Chapter-1, Page No. 2, 'What is Organisational Psychology?' and Page No. 1, 'Organisational Metaphors'.

**Q. 2. What is organizational commitment? Discuss the main components of organizational commitment.**

**Ans. Ref.:** See Chapter-8, Page No. 69, 'Defining Organisational Commitment' and 'Components of Organisational Commitment'.

**Q. 3. Describe the steps and components of conflict resolution.**

**Ans. Ref.:** See Chapter-12, Page No. 106, 'Ten (10) Steps in Conflict Resolution' and 'Components of Conflict Resolution'.

**Q. 4. Critically examine Vroom's Expectancy theory with reference to its managerial implications.**

**Ans. Ref.:** See Chapter-7, Page No. 61, Q. No. 6.

### SECTION-B

Note: Answer the following questions:

**Q. 5. Discuss the phases in the development of organizational behaviour in India.**

**Ans. Ref.:** See Chapter-2, Page No. 12, Q. No. 3

**Q. 6. Explain the holistic view of organizational behaviour.**

**Ans. Ref.:** See Chapter-3, Page No. 18, 'Holistic Organisational Behaviour'.

**Q. 7. Elucidate the characteristics of work motivation. Discuss the relationship between motivation and performance in light of the MARS model.**

**Ans. Ref.:** See Chapter-6, Page No. 46, 'Characteristics of Work Motivation' and 'Relationship Between Motivation and Performance'.

**Q. 8. Discuss the issues related to change management.**

**Ans. Ref.:** See Chapter-10, Page No. 90, 'Issues About Change Management'.

**Q. 9. Explain employee ownership with reference to motivating employees.**

**Ans. Ref.:** See Chapter-16, Page No. 164, Q. No. 18 and Page No. 165, Q. No. 19

### SECTION-C

Note: Write short notes on the following:

**Q. 10. Techniques of training team**

**Ans. Ref.:** See Chapter-11, Page No. 99, 'Techniques of Training Team'.

**Q. 11. Areas of OB Management approach**

**Ans. Ref.:** See Chapter-14, Page No. 132, Q. No. 12.

**Q. 12. Importance of Organisational Behaviour**

**Ans. Ref.:** See Chapter-2, Page No. 11, 'Importance of Organisational Behaviour'.



# Sample Preview of The Chapter

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# **ORGANISATIONAL BEHAVIOUR**

## **Introduction of Organisational Psychology**

### **INTRODUCTION**

Organisations play a significant role in our daily lives, and our society consists of various types of organisations that affect us directly or indirectly. The effectiveness of these organisations is crucial for our living standards and well-being. Organisational psychology is a field that studies organisations due to the phenomenal rise in their number, size, diversity, and complexity in the past century. This chapter will examine what organisations are, different conceptualizations of organisations, historical development of organisational psychology, its scope, and the difference between organisational psychology and organisational behaviour.

### **CHAPTER AT A GLANCE**

#### **WHAT IS AN ORGANISATION?**

An organisation is defined as a consciously coordinated social unit created by humans to achieve a common goal or set of goals. Organisational psychology explores different ways of conceptualizing organisations, but five essential features of organisations include: they are artefacts brought into existence by humans, goal directed, social entities composed of two or more people, structured activity, and have nominal boundaries that identify who or what belongs to the organisation. However, organisations are not isolated, and they function as open systems.

#### **ORGANISATIONAL METAPHORS**

There are various ways of conceptualizing organisations since they are complex social systems. Morgan's (1986) approach provides eight different metaphors that emphasize different aspects of organisations, which allows for a better understanding of organisational life. The use of metaphors highlights those features of organisations that the user considers most important.

#### **Organisations as Machines**

There are various ways of conceptualizing organisations since they are complex social systems. Morgan's (1986) approach provides eight different metaphors that emphasize different aspects of organisations, which allows for a better understanding of organisational life. The use of metaphors highlights those features of organisations that the user considers most important.

#### **Organisations as Organisms**

The organism metaphor for conceptualizing organisations is based on the idea that organisations are like living entities that must adapt to their changing environment to survive. This metaphor recognizes the interconnectedness of all parts of an organisation and the importance of humans as a component.

#### **Organisations as Brains**

The brain metaphor for organisations suggests that organisations are like brains in their ability to be flexible, creative, and self-organizing. The metaphor suggests that like the maps in the brain, organisational charts impose structure on organisations. Morgan lists four principles to create a "hologram" organisation: functional redundancy, requisite variety, minimum specifications, and building the whole into all the parts.

#### **Organisations as Cultures**

The organisational culture metaphor describes organisations as complex cultural systems with shared beliefs, ideologies, and values that guide behaviour. Organisational culture is a powerful force that can influence behaviour, and it can be observed through surface manifestations such as dress codes and ceremonies.

#### **Organisations as Political Systems**

The political metaphor sees organisations as political systems with diverse groups having their own aims and interests. This metaphor recognizes the role of power play, competing interests, and conflict in organisational life. However, relying on this metaphor alone may lead to the unnecessary development



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of complex strategies and neglect the potential for cooperation in organisations. It is important to balance this metaphor with others.

**Organisations as Psychic Prisons**

The psychic prison metaphor views organisations as socially constructed realities based on people’s unconscious pre-occupations. This can lead to phenomena such as groupthink, where members develop shared illusions that create a constructed reality with faulty decision-making.

**Organisations as Flux and Transformation**

This metaphor views organisations as part of the whole environment, with a natural capacity to self-renew and change. Change happens naturally, and managers can only nudge and shape progress but cannot control it.

**Organisations as Instruments of Domination**

The domination metaphor suggests that organisations are often instruments of domination that serve the selfish interests of elites at the expense of others. This metaphor highlights the problems of hazardous working conditions, industrial accidents, occupational diseases, work holism, social and mental stress, etc. It is a useful counterweight to traditional organisational theory that largely ignores values or ideological premises. However, no single metaphor can provide an all-purpose point of view and metaphors can both highlight and restrict understanding.

**WHAT IS ORGANISATIONAL PSYCHOLOGY?**

Organisational psychology is a field that studies individual and group behaviour in formal organisational settings and aims to enhance organisational effectiveness. It uses a scientific approach and has historical roots in industrial psychology, which began in the first half of the 20th century and focused on selec-

tion, motivation, leadership, attitudes, job satisfaction, morale, training, and performance management. In the 1950s, researchers from various disciplines, particularly social psychology, extended the field to include theories and research on interpersonal behaviour, group dynamics, inter-group behaviour, and macro organisational issues, forming the basis of modern organisational psychology.

**ORGANISATIONAL PSYCHOLOGY AND ORGANISATIONAL BEHAVIOUR**

Organisational behaviour is a related sub-field of Industrial/Organisational psychology that focuses on human behaviour in organisational settings, including macro-level processes such as organisational strategy, structure, and change. Organisational psychology is also interested in macro-level processes, but only to the extent that it impacts individual behaviour. Organisational behaviour draws heavily from a variety of disciplines, while organisational psychology mainly draws from subfields within psychology. While there are conceptual differences between the two specialties, their work in the real world becomes quite similar.

**SCOPE OF ORGANISATIONAL PSYCHOLOGY**

Organisational psychology historically had a distinct focus from industrial psychology, but the two fields have combined to form Industrial/Organisational Psychology (I/O Psychology). The industrial side of I/O psychology focuses on individual differences, assessment and performance prediction, and the organisational side covers group and inter-group issues. The industrial side focuses on managing human resources, while the organisational side focuses on predicting and understanding behaviour in organisational settings. Figure below provides a comparison of the topics of interest for both sides of the field:

Industrial/Organisational Psychology	
Industrial Side	Organisational Side
Job Analysis	Socialisation
Recruitment	Motivation
Selection	Work Stress
Compensation	Leadership
Performance Appraisal	Group Performance
Training	Organisational Development

A comparison of topics associated with the industrial and organisational sides of the field of I/O Psychology (From Jex, 2002, p. 4)

INTRODUCTION OF ORGANISATIONAL PSYCHOLOGY / 3

Organisational psychology uses psychological theories and research methods to diagnose and correct organisational problems. It covers topics such as leadership, team effectiveness, job satisfaction, performance appraisal, recruitment, goal setting, organisational justice, and organisational stress. The field utilizes scientifically-based psychological principles to understand human behaviour in various types of organisations.

**Work Motivation**

Motivation is the driving force that propels individuals towards achieving their goals. The study of motivation in psychology seeks to understand why people do what they do. It is a complex subject that involves the examination of different factors that influence behaviour.

**Job Satisfaction, Organisational Commitment and Organisational Justice**

Job satisfaction is an important topic in organisational psychology, with practical and theoretical applications. It has been linked to several job outcomes, including absenteeism, turnover, and health. Organisational commitment is the belief in and acceptance of an organisation's goals and values, willingness to exert considerable effort on behalf of the organisation, and a strong desire to remain a member of the organisation. Antecedents of organisational commitment include individual and organisational variables. Organisational justice is a recent addition to the field of organisational psychology, and deals with people's perceptions of fairness in organisations, both procedural and relational. Perceived justice is associated with people's feelings and reactions to organisations and their authorities.

**Leadership**

Leadership is the process of motivating and influencing others to achieve organisational objectives. Organisational psychologists study leadership and its impact on job performance and satisfaction. The literature distinguishes between managers and leaders, with managers organizing work environments and leaders inspiring and motivating the workforce to cope with change.

**Group behaviour**

Group behaviour refers to the interaction between individuals of a collective, such as an organisation. This interaction satisfies an individual's needs and provides a basis for their interaction with specific members of the group.

**Work Stress**

Workplace stress is the result of a person's interaction with their job. Research has explored different factors that contribute to workplace stress such as environmental, organisational, social and individual stressors, and the outcomes of these stressors. Additionally, moderator variables can affect the degree of stress experienced and how a person reacts to it.

**Organisational Culture and Development**

The construct of organisational culture is a recent addition to organisational psychology literature, referring to commonly held beliefs, attitudes, and values within an organisation. Organisational culture impacts important outcomes like performance, recruitment, retention, and well-being. Organisation development is a process to implement effective change in an organisation and increase its effectiveness, focusing on understanding and managing organisational change.

**Productive and Counterproductive Behaviour**

The definition of productive and counterproductive behaviours in organisations is as follows. Productive behaviour refers to employee behaviour that positively contributes to the goals of the organisation. The three common forms of productive behaviour include job performance, Organisational Citizenship Behaviour (OCB), and innovation. On the other hand, counterproductive behaviour refers to employee behaviour that goes against the goals of the organisation. Examples of counterproductive behaviour include ineffective job performance, absenteeism, job turnover, theft, violence, substance abuse and sexual harassment.

**Work-Life Balance**

The balance between work and other life roles is known as work-life balance. Adequate balance can lead to positive experiences in both domains, while an imbalance can lead to work-family conflict, which has negative consequences like absenteeism, turnover intentions, and mental health issues.

**SELF-ASSESSMENT QUESTIONS**

**Q. Multiple Choice Questions.**

(i) When things are going well we say the organisation is running like a 'well-oiled engine'; when they are not, then communication has 'broken down' and 'things need fixing'. The metaphor that this represents is:

- (a) Psychic Prison
- (b) Cultures
- (c) Machines
- (d) Brains

Ans. (c) Machines.

(ii) The metaphor that is concerned with the relationship between organisations and their environments and the ability to survive by being adaptive is:

- (a) Brains (b) Organisms  
(c) Political Systems (d) Machines

Ans. (b) Organisms.

(iii) People develop unconscious mechanisms, and construct realities, and that these mechanisms and realities are reflected in organisations. Which metaphor addresses this?

- (a) Psychic Prison  
(b) Flux and Transformation  
(c) Political Systems  
(d) Cultures

Ans. (a) Psychic Prison.

(iv) The organisational metaphor that recognizes conflict and competition as everyday features of organisational life is:

- (a) Psychic Prison  
(b) Flux and Transformation  
(c) Instruments of Domination  
(d) Political Systems

Ans. (d) Political Systems.

### UNIT END QUESTIONS

**Q. 1. Family is an organisation with its own unique problems of human behaviour. Do you agree with this statement? Discuss.**

Ans. Yes, I agree with the statement that family is an organisation with its own unique problems of human behaviour. According to the text, an organisation is defined as a consciously coordinated social unit created by humans to achieve a common goal or set of goals. The family is indeed a consciously coordinated social unit, created by humans, with the common goal of building and maintaining relationships and fulfilling basic human needs.

Families also share some of the essential features of organisations as described in organisational psychology. They are social entities composed of two or more people, have structured activities, and have nominal boundaries that identify who or what belongs to the family. Furthermore, families can be goal-directed, as they work together to achieve certain objectives, such as raising children, supporting one another, or providing for the basic needs of the family unit.

However, the family as an organisation has its own unique set of problems of human behaviour. For

example, family members have complex and often emotional relationships with one another that can lead to conflicts and challenges. Additionally, family members may have different goals, values, and beliefs that can create tension and disagreement. Family members may also face challenges related to power dynamics, communication, and decision-making.

Overall, while families share some similarities with organisations, they also have their own unique characteristics and challenges. As such, understanding human behaviour within the family context is an important area of study for psychologists and researchers in organisational psychology.

**Q. 2. Describe the various metaphors for conceptualising organisations. With the help of an example of any organisation that you have been a part of, which metaphor is most prevalent in your organisation. Discuss.**

Ans. The eight metaphors proposed by Morgan provide different perspectives on how we can conceptualize organisations. Each metaphor emphasizes different aspects of organisational life, highlighting those features that the user considers most important.

An example of an organisation, I am familiar with: a university.

The prevalent metaphor for universities could be that of “organisations as cultures.” Universities have their unique values, traditions, and beliefs that shape their identity and guide their behaviour. These values and beliefs are passed down from generation to generation, and they affect the way students, faculty, and staff interact with each other and with external stakeholders. Universities have a distinct culture that defines what they stand for, what they strive to achieve, and how they go about doing it.

For instance, at many universities, academic freedom is a core value that is highly valued. It means that faculty members have the freedom to teach and research without undue influence from external parties. This value shapes the way universities operate, the types of research they undertake, and the standards they uphold. Similarly, universities have their unique subcultures, such as those of different departments or faculties, that have their unique beliefs and practices.

The biggest limitation of the culture metaphor is that it tends to overlook the political dynamics that exist in universities. As with any other organisation, universities have their power structures, competing interests, and conflicts. For instance, in a university, different departments may compete for funding, resources, and recognition. Faculty members may