MMPC-11

Social Processes And Behavioural Issues

Chapter Wise Reference Book
Including Many Solved Sample Papers

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I.G.N.O.U.

& Various Central, State & Other Open Universities

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SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

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BLOCK 1: INTRODUCTION TO ORGANISATIONAL BEHAVIOUR

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QUESTION PAPER

June – 2024

(Solved)

SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

MMPC-11

Time: 3 Hours]

[**Maximum Marks: 100**
Weightage : 70%

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

Q. 1. Briefly discuss social man theory and its impact on organizational behaviour.

Ans. Ref.: See Chapter-3, Page No. 28, 'Social Man Theory' and Page No. 29, 'Theory and Philosophy'.

Q. 2. Identify and explain the factors influencing perception.

Ans. Ref.: See Chapter-6, Page No. 73, 'Factors Influencing Perception'.

Q. 3. Briefly discuss types of stress and the factors contributing to the situation of burnout and rustout.

Ans. Ref.: See Chapter-10, Page No. 132, Q.No. 2 and Page No. 133, Q.No. 4.

Q. 4. What is organizational citizenship behaviour? Discuss its implications in an organization. Give examples.

Ans. Ref.: See Chapter-12, Page No. 147, Q.No. 1 and Q.No. 2.

Q. 5. Identify and explain the problems affecting teamwork. Briefly discuss the strategies to make team work effectively.

Ans. Ref.: See Chapter-8, Page No. 100, Q.No. 4 and Q.No. 5.

Q. 6. What are the characteristics of a learning organization? Explain the approaches to incorporate learning in an organization.

Ans. Ref.: See Chapter-5, Page No. 58, 'Learning Organization' and Page No. 59, 'Characteristics of Learning Organisation'.

Q. 7. How do personality traits have an impact on organizational behaviour?

Ans. Ref.: See Chapter-4, Page No. 46, 'Impact of Personality Traits on Organisational Behaviour'.

Q. 8. Describe different models of organizational behaviour and their relevance.

Ans. Ref.: See Chapter-3, Page No. 21, Q.No. 3.

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QUESTION PAPER

December – 2023

(Solved)

SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

MMPC-11

Time: 3 Hours] **[Maximum Marks: 100**
Weightage : 70%

Note: *There are two Sections – Section-A and Section-B. Answer any five questions. All questions carry equal marks.*

SECTION-A

Q. 1. Briefly discuss different models to understand organisational behaviour.

Ans. Ref.: See Chapter-3, Page No. 21, Q.No. 3.

Q. 2. Describe and discuss the impact of personality traits on organisational behaviour. Give examples.

Ans. Ref.: See Chapter-4, Page No. 46, 'Impact of Personality Traits on Organisational Behaviour'.

Q. 3. Describe process of behaviour modification and how it can be applied in organisational context?

Ans. Ref.: See Chapter-5, Page No. 60, 'Behaviour Modification' and Page No. 61, 'Organisational Behaviour Modification (OBM)'.

Q. 4. Briefly discuss sources of conflict and its effect on organisations. Give examples.

Ans. Ref.: See Chapter-9, Page No. 104, 'Sources of Conflict' and Page No. 106, 'Effects of Conflict'.

Q. 5. Write short notes on any three of the following:

(a) **Rust out stress syndrome (ROSS)**

Ans. Ref.: See Chapter-10, Page. No. 128, 'Rust Out Stress Syndrome (ROSS)'.

(b) **Gender diversity**

Ans. Ref.: See Chapter-13, Page No. 155, 'Gender Diversity'.

(c) **Reinforcement**

Ans. Ref.: See Chapter-5, Page No. 57, 'Reinforcement and Learning'.

(d) **Administrative theory**

Ans. Ref.: See Chapter-3, Page No. 27, 'Administrative Theory'.

(e) **Spiritual intelligence**

Ans. Ref.: See Chapter-15, Page No. 176, 'Spiritual Intelligence (SQ) at Workplace'.

SECTION-B

Q. 6. Read the following case carefully and answer the questions given at the end:

Arun joins 'ZAPTO' chain of casual wear stores as a sales representative, immediately after the completion of graduation and a diploma in sales management. The firm was very happy with his extremely good performance. Arun was awarded the 'Star Performer Prize for his continuous display of the highest sales volume record for 12 consecutive months. The General Manager of 'ZAPTO' chain of stores, Rajkumar, was informed by his Marketing Manager, Madhuraj, that Arun was a very aggressive and dynamic sales representative having a strong target.commitment and orientation.

Within a span of two years, based on his good performance appraisal, Arun was promoted to the position of Assistant Marketing Manager. Under his new assignment, Arun had 8 sales representatives reporting to him and also to ensure that the sales target of his shop was met. Arun took to his new promoted assignments with the same zeal and enthusiasm. Arun now oct the targets to be met by his team members for the first month and communicated the same, clearly indicating that all the team members have to meet the target without fail. The eight team members (sales representatives) felt that the targets set were too ambitious but declined to comment on it directly. After the meeting,

SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

BLOCK-1 : INTRODUCTION TO ORGANISATIONAL BEHAVIOUR

Concept of Organisational Behaviour

1

INTRODUCTION

Initially, the word "organisational behaviour" (OB) referred primarily to the actions and personalities of individuals within organisations. This field, which combines cultural anthropology, economics, political science, psychology and sociology, has always tended to straddle its boundaries (Blood: 1994). Within thirty years of establishing its identity, OB also included organisational behaviour and structure. Today, the behaviour and character of individuals within organisations (Micro OB) are of primary interest, followed by the behaviour and character of organisations within their socio-cultural, political and economic surroundings (Macro OB). Although it was entangled with other terminologies like organisation theory and organisation science, it has amicably resolved on the term "organisational behaviour" as a professional specialisation.

Setting Context for OB: The demands and goals of people and organisations have altered in the post-covid era. Companies like Swiggy, Zomato and others recently came under intense criticism from its delivery partners for their heavy workloads, unfair pay and hazardous working conditions. Understanding the nature, beliefs, wants, expectations and behaviour of delivery partners as people, management and delivery partners as teams, and the organisation as a whole is made easier by studying the organisational behaviour.

Definition of OB: Three essential characteristics are:

- studying human behaviour,
- applying it to organisations,
- aiming to increase organisational effectiveness.

OB explores how individuals behave in the setting of the workplace, where individuals, processes and the outside environment, all interact.

Scope of OB: The goal of OB is to forecast how employees will respond to organisational situations, to influence how they act and make decisions and to provide an explanation for why specific behaviours are displayed by employees.

Three areas of interest dominate OB:

- **Focus on individuals or intra-individual behaviour:** The study of OB examines the unique characteristics of each person's personality, attitudes, perception, motives and learning.
- **Focus on teams, groups, or interpersonal behaviour:** Group norms, roles, conflicts leadership and team building are examined in order to better understand the nature of teams and groups.
- **Organizational focus:** The study also emphasises organisational culture, systems, rules and practices.

Nature of Organisational Behaviour:

- OB is a behavioural method of managing a general business.
- Through the development of theories and practical applications, OB aids in the study of human behaviour at work.
- OB aids in forecasting employee behaviour at work.
- Examines behaviour at the individual, group and organisational levels.
- OB is a discipline that emphasises goal-directed action. It offers a logical perspective on individuals and their actions.

CHAPTER AT A GLANCE

THE OPEN SYSTEM AND INSTITUTIONAL PERSPECTIVES OF SOCIETY AND ORGANISATION

An organisational society is a modern society (Amitai Etzioni). Through organised living, in which organisations play a significant role, civilisation advances. To meet the many and varied requirements of society's members, several sorts of organisations are founded, developed and maintained. The society makes the necessary resources available to organisations, lays out the goals to be achieved and keeps tabs on the operations and duties of the organisations. As a result, while organisations as a whole are crucial to society, society also serves as a resource for and janitor of all organisations.

This idea is encapsulated in the "Resource Dependence Theory" (Pfeiffer & Salancik 1978), which makes the following two assumptions: "first that organisations and their people are interdependent with other organisations and people; and second that understanding is much better served by investigating the effects and the constraints emanating from the social contexts; this is true for both individual and organisational levels."

The "open systems" concept (Katz & Kahn 1966) is concerned with the social limitations that exist outside of the organisation. Organisations are a part of society's systems. Many systems are absorbed by society. Each system, however, has distinctive qualities, such as:

1. Importing energic inputs from the social environment.
2. Converting available energy into throughput in order to facilitate systemic work.
3. The release of goods or production into the atmosphere.
4. A series of events in which the energy for the cycle's repetition comes from the product exported to the environment.
5. The emergence of negative entropy, which counteracts the entropic drive, which ineluctably leads to disorganisation and death by importing more energy from the environment than is expended in effort.
6. The presence of inputs or signals that provide information about how the environment and the system are operating, negative feedback from internal functioning provides information to correct course deviations and a coding process that simplifies energy and information inputs and enables their selective reception.
7. A steady state with a consistent ratio of energy transfers and relationships between the pieces that maintains the nature of the system.
8. Progress toward further specialisation, differentiation, or elaboration.
9. How the Equifinality Principle functions, which allows a system to arrive at the same final state from varied initial conditions and trajectories.

The term **"institutionalisation"** refers to the behaviour patterns necessary to control the movement of resources and activities both inside and between the organised systems. The institutionalisation of certain structural forms, activities, regulations and degrees of exchange is required for both effective functioning and the maintenance of certain relationships and dependences between organisations, whether direct or indirect (Talcott & Parsons).

It is believed that organisational structures evolve in highl-institutionalised environments. As a result, individuals are persuaded to adopt the practies and processes that are established by conventional, society-held and rationalised beliefs about organisational work. They improve their credibility and chances of surviving by doing this. Neo-institutionalists contest this tenet and argue that social expectations as they are articulated by institutions may be artificial and mythological since they may contradict with standards for effectiveness, profit maximisation and other organisational objectives (Meyer and Scott 1983).

The neo institutionalists propose four methods for incorporating units into the institutionalisation process:

- Representational rules involving shared logics or modes of reasoning that contribute to the creation of shared understandings of reality that have been "taken for granted".
- Consultative rules that create "actors," or identities and entities linked to specified behaviours and action routines.
- Normative rules that specify expectations for behaviour that are both internal and external to the institution.
- Both formal and informal enforcement strategies use monitoring, evaluation and the imposition of consequences that encourage compliance and penalise deviation (1994; Scott and Meyer).

Through the idea of "isomorphism", which refers to "similarity in various organisms arising from convergence", inter-organisational institutionalisation is addressed. According to DiMaggio andPoqwll (1983), there are three types of isomorphism: normative (associated with profeaaionalism), mimetic and coercive (arising power-seeking legitimacy, in terms of complince).

	Stages	Description
I	Destabilisation	The perceived crises, felt demands and instigating jolts that result from social upheavals, legislative changes, disrupted technologies and competitive disadvantage.
II	Deinstitutionalisation	New participants enter the scene, upsetting the consensees of pre-existing institutional framework's consensus.
III	Pre-institutionalisation	In response to issues and circumstances particular to them, businesses and individuals develop their own workable solutions.
IV	Theorization	In order to internalise local variations and justify the failure of the status quo and necessity for change, abstract categories are created, described, and elaborated.

V	Diffusion	The local innovations are disseminated, in order to win support and establish legitimacy, based on their presumptive use.
VI	Full Institutionalisation	The degree of adoption determines cognitive legitimacy, which leads to unquestioning acceptance of the ideas because they are perceived as normal and expected.

THE SOCIETY-ENVIRONMENT-ORGANISATION INTERFACE

The Tavistock Group's Socio-technical Theory described businesses as "open systems that participate in ongoing exchanges with other businesses, institutions and people in its external environment." In spite of shifting external conditions, socio-technical system must enable it to maintain a constant state, in which work may be done. Contrary to closed systems, which view the firm as "sufficiently independent to enable for the majority of its problems to be examined with reference to its internal structure and without reference to its external environment," Eric Tryst (1969) compares this approach with open systems. Additionally, based on a continuum of minimal and slow to maximal and fast changes, Eric Tryst and Fred Emery developed four different types of settings for an enterprise: peaceful random, placid clustered, disturbed reactive and turbulent field.

In the beginning, James D. Thompson (1967) offered four sorts of environments and suggested various boundary-spanning behaviours by organisations.

In the second step, he offers the following postulates as a framework for understanding how organisations and their environments interact.

Types of Environment	Organisational Boundary Spanning Actions Suitable for the Environment
Homogeneous-stable	A few functional divisions that follow standard procedures or adapt.
Heterogeneous-stable	A wide range of functional divisions that are linked to uniform areas of the task environment and heavily rely on rules.
Homogeneous-variable	Divisions that are geographically dispersed and are involved in planning responses to change.
Heterogeneous-variable	Divisions that are functionally distinct to correspond to different areas of the work environment and are decentralized for planning and monitoring.

1. The decision strategies for the firm's input and output components will change as environmental conditions vary.
2. Changes in environmental factors can get past input and output "buffers" and affect the organisation's technical foundation.
3. Changes in the external environment will affect how dependent the input, technical core, and output components are on one another.
4. Conflict will arise between input, technical core and output components when input or output components communicate uncertainty rather than absorbing it.

"As the rate of development in the technological area rises, so does the number of occasions which necessitate quick and effective interpretation between persons working in different portions of the system," (Burns and Stalder in 1994).

According to the definition given by Paul Lawrence and Jay Lorsch in 1967, an organisation is "a system of interrelated behaviours of people who are performing a task that has been differentiated into several distinct subsystems, each performing a portion of the task and the efforts of each being integrated to achieve effective performance of the system." The definition of "differentiation" is "the state of segmenting the organisational system into subsystems, which tends to develop specific features in proportion to the requirements posed by its relevant external environment," according to the definition.

SOCIAL PROCESSES AS SOURCES OF HUMAN BEHAVIOUR

Human behaviour can be continuously learned, including unlearning and relearning, since it is a learned behaviour. Human learning is facilitated at all stages of life through socialisation, acculturation, and assimilation. The socialisation process is aided by social institutions like the family, groups and political and economic systems. As animals, people's behaviours are shaped by their exposure to experience empirical information.

Humanties are the cornerstone of society's web of social relationships. Interpersonal relationships between individuals, individuals and groups and groups of individuals occur in both official and informal situations (Elton Mayo 1946). The network of social relations is shaped by social processes (McIver and Page). Contact, adaptation and accommodation, conflict, rivalry, cooperation, assimilation, acculturation and socialization are some of these processes.

Contact: In the social process, there are three different kinds of connections: psychological contacts that indicate proximity, social contacts based on mutuality, awareness cognition and physical encounters that indicate proximity.

Adjustment: In order to live with unfavourable, non-conductive conflicts, it is a human inclination that is present in both society and organisations. This tendency is shown by a significant collection of social processes called accommodation. Adjustment is the first phase of "living and letting others live", which entails accepting discrepancies and putting up with them.

Conflict: Conflict is an important social phenomenon that has an impact on how people behave. Conflict is common and occasionally necessary. It develops when interests and goals are not properly adjusted and accommodated. It can arise on an intrapersonal level as a result of stress brought on by organisational settings, or it might take the form of goal conflict, person-role conflict, approach-approach conflict, approach-avoidance conflict and avoidance-avoidance conflict (Fred Luthans).

Cooperation: Cooperation is a healthy and desirable social process that influences people's affiliation, coalition and co-optation behaviours. Conflict in excess, no matter how pervasive it may be is bad for an organised society. As a result, cooperative systems and structures are created in both a proactive and reactive manner.

Assimilation: A social process called assimilation encourages the body to take in and integrate outside stimuli. It is a psychological, social and cultural propensity and capacity to take in new information and realities and internalise them into the recipient's behavioural patterns. This process is continuously undertaken by ethnic cultures, individuals and organisations. Learning depends on assimilation.

Acculturation and Socialization: The processes of socialisation and acculturation aid in the continuation, self-renewal, and continuity of society. All elements of a system—individuals, groups, communities, institutions, and organisations—go through these processes to grow and develop. The endemic dynamics of acculturation and socialisation are what bring about change. Everyone in a society finds it necessary to change and evolutionary long-lasting change occurs through these processes that facilitate assimilation, making adaptation simple.

PROCESS LEVELS FROM INDIVIDUAL (MICRO) LEVEL TO SOCIETY (MACRO) LEVEL

According to Pareek's observation in 2007, "many layers operate concurrently in an organisation, from individuals who work there to the entire society, which creates the context in which the organisation functions."

Between the micro level (individual) and macro level, he names nine stages (the society). In an integrated framework, distinct processes function at various levels.

Level	Nature of the process
The Person: Existential Process	It is a process of becoming conscious of one's organisational and social realities and how one lives and collaborates with others to achieve one's own objectives.
The Inter-person: Empathic Process	This is the process of establishing a relationship between two entities for mutual benefit.
The Role: Coping Process	Individuals interact with others and the organisation through their roles. Role complexity, ambiguity and conflicts resulting from role overlap must be managed.
The Group: Building Process	To create an integrated structure, formal functional and hierarchical groups must be formed.
The Intergroup: Collaborative Process	Equifinality in a system necessitates intergroup cooperation. In groups, conflict and unhealthy competitiveness are likely. It is essential to prevent these downsides and encourage cooperation.
The Organisation: Growth Process	Organisations are living things that can adapt to the present while learning from the past.
The Organisation-environment Interface: Influence Process	Organisations are impacted by social, political and economic developments that shape their environment, while interacting with society because of their reliance on resources.
The Community: Process of Social Awareness	The relationship between an organisation and its community is founded on shared-social awareness. CSR is now being promoted to 'conscientise' this interface and make it more seamless.
The Society: Value Process	At the societal level, power and value-related processes are the most important ones. Power is the capacity to sway various social forces in the favour of accomplishing the common good.

CHANGING SOCIETY AND ORGANISATIONS IN INDIA

It's important to comprehend OB processes from a socio-historical perspective country. Certain characteristics of Indian social systems and other in table below, institutions throughout a period of time are shown. Table provides