

**Pondicherry University**  
**MBA DEGREE EXAMINATION**  
**JANUARY/FEBRUARY 2023**  
**First Semester**  
**ORGANISATION BEHAVIOUR**  
**YEAR I / SEMESTER I**  
**Answer Key**

PART A (6 X 5 = 30 marks)

**1. What is the scope of organizational behavior?**

Organizational Behaviour helps to understand the different activities and actions of people in the organization. It also helps to motivate them. The Scope of the organizational behaviour can be explained with the help of following points. It covers various areas which are as follows.

- Individual Behaviour
- Interpersonal Behaviour
- Organizational Behaviour

**2. Briefly describe the similarities and differences among individuals.**

Similarities and differences exist in the areas of genetic profile, learning, family environment, minds, brains, physical structure, neuronal networks, abilities, talents, skills, and other areas.

**3. How can an employee improve performance?**

- Employees can improve performance by
- Setting clear goals
- Rewards and recognitions
- Communicating effectively
- Identifying and solving the root cause of poor performance
- Training opportunities
- Evaluating employee performance
- Keeping deadlines realistic
- Balancing accountability and authority

**4. What are the causes of stress in work place?**

- Low morale
- Poor management style
- Increased job responsibilities
- Job insecurity
- Traumatic events
- Poor working condition
- Don't have enough work, activities or change in life.
- Experience discrimination, hate or abuse.

**5. Describe the importance of power and its characteristics.**

Power is the capacity to cause change, produce effects on others or potentially influence others. Power is the function of a relationship because it belongs not only to the leader, but also to the followers and the situation.

The characteristics of the power are as follows--

1. Power relation is an indicator concept. In this, the relationship between the ruler and the ruled is found. That is, the ruler must have someone over whom he should rule.
2. Power is a bilateral concept. That is, when they are ruled, then there will be rulers too. In the absence of anyone, the use of power is not possible.
3. Personal status and prestige affect power. Of course, power is circumstantial. For example, suppose a person sitting in a high office administers at a leisurely pace. In that case, that administration remains in disarray, and if someone with a bright personality sits in the same post, he governs well. Both the persons exercise the same type of rights in the same position, yet there is a difference in the results of both powers.
4. The power to reward and punish is found in position. The powerful people can get the orders of the people to be followed because they are in a position to punish and reward.
5. Many powerful people use their power by staying behind the curtain. Capitalists and big religious leaders play an important role in politics while staying away from politics.

**6. What are the characteristics of a good and effective team?**

- Clear leadership
- Defined goals
- Assigned roles
- Open communication
- Collaboration
- Trust
- Conflict resolution

**7. What are the various elements of an organizational climate?**

It can be explained in terms of its dimensions. The organizational climate include : orientation, interpersonal relationship, supervision, problems, management of mistakes, conflict management, communication, decision making, trust, management of rewards and innovation and change.

**8. Briefly describe the goals of organizational development.**

- Aligns Employee with the organization's Mission
- Problem Solving
- Encouraging the Employees to participate in the planning process
- Friendly environment in the organization
- Effective communication channel between workers and management

**9. Discuss some emerging trends in organizational behaviour?**

- Human Orientation
- Power Distribution
- An even focus
- Self-disciplined
- Teamwork and leadership.

**10. Describe the importance of global communication in the world today.**

In a globalized world, effective communication is a necessity. When friends, relatives, and colleagues need to reach all corners of the world, it is easy to see the importance of global communications in the world today. Whether you need to connect from Barcelona to Buenos Aires or Boston to Beijing, instant contact has become the norm and expectation. But how did we get here? Just 10 years ago, we were being introduced to new programs called YouTube, Skype, and Facebook. Now these are household names that are used on a daily basis at home and in the office. But in a business environment, there is more to communications than just opening up Skype and connecting to the other side of the planet. Learning the importance of global communications and implementing effective communications policies are key to helping a global organization thrive in this new world.

**Part B (5 x 10 = 50 marks)**

**11. Describe the nature of organizational behaviour.**

The nature of organizational Behaviour may be understood from the characteristics that are discussed as following:

**Separate field of study:** Organizational behavior is a separate field of study that is dedicated to studying behaviours and their impact on organizational processes and functions. .

**Interdisciplinary:** Organizational behavior is interdisciplinary in nature. In fact, Organizational behaviour is based upon the premise that the field should develop from knowledge in other disciplines, not just from its own isolated research base.

**Behavioural Approach:** Since the field of organizational behavior studies the behaviours and their impact on various organizational processes, it is based on behavioural approach to management.

**Practical Orientation:** Organisational behavior is an applied field of study that has practical orientation.

**Use of scientific methods:** The word science has been defined as “the observation, identification, description, experimental investigation, and theoretical explanation of phenomena”.

**Open system approach:** Organizational behavior views organizations as open systems. An open system is the one that interacts with external environment, whereas closed system is self-supporting.

**Three levels of analysis:** As evident from the definitions of OB, the field of OB has three levels of analysis: individual, group, and organization. The individual level focuses on the attributes and behaviours of employees and their outcomes on thought processes, such as personality, values and attitudes, perception, and motivation. The group level analysis deals with the way people interact with each other and its outcome on various processes like group dynamics, decision making, leadership, power and politics in organisations, and conflict management

**Concern for effectiveness:** The objective of the field of organizational behaviour is to bring effectiveness in management processes through understanding of the impact of behaviours. It aims at improving interpersonal skills of employees so that they are able to

satisfy customers, work as good team member, act as better superior, subordinate and peer which ultimately leads to overall organizational effectiveness

**12. Explain the various organizational behavior models?**

The five models of organisational behaviour are the: autocratic model, • custodial model, • supportive model, • collegial model and • system model.

**13. Describe the perception process and the factors influencing the perception.**

Perception is the process of selecting, organizing, and interpreting information from our senses. Selection: Focusing attention on certain sights, sounds, tastes, touches, or smells in your environment. Something that seems especially noticeable and significant is considered salient.

There are many factors that may influence the perceptions of the perceiver. The three major factors include motivational state, emotional state, and experience. All of these factors, especially motivation and emotion, greatly contribute to how the person perceives a situation.

**14. Explain Maslow's need hierarchy. Is this hierarchy right? Discuss with suitable examples.**

The needs described in Maslow's theory appear to be universal. However, research shows that the order in which these needs are met had little impact on people's satisfaction with life. While modern research shows some shortcomings with this theory (for example, a lack of empirical evidence for some conclusions), Maslow's Hierarchy of Needs Theory remains an important and simple motivation tool for managers to understand and apply. A 2015 study notes that one criticism of Maslow's theory involves the order of needs within the hierarchy. Some critics say that while it is logical to put physiological needs first and self-actualization last, people do not necessarily pursue or obtain the needs in this order

**15. Leaders are born not made – Discuss.**

**Introduction**

Everybody looks up to a person they can trust, and who can guide them. We all are inspired by someone who can hold their own confidently, is sure of what they are saying and doing, and walks the talk. These are people whom we idolize; these are the people who we call leaders. Our leaders can be an influence in any sphere of our life. It can be anyone from our boss at work, to a teacher, to a political leader.

Can leadership qualities be cultivated?

Firstly, what are the qualities of a good leader? Confidence in their words and actions, integrity and honesty, clear communication skills,

Pride is an important aspect of an individual's personality, but arrogance is a negative trait, which should be avoided. If a person wants to be regarded as a leader, she or he should never be too busy or big to interact with anybody who approaches them. Politicians know this very well, which is why when they campaign, they spend time walking and talking to people from a wide cross-section of society. They want people to know that they are also ordinary people, and so understand the problems faced by the majority. Around the time of campaigns, newspapers are flooded with pictures and reports

of election candidates eating, and sometimes sleeping at the homes of the economically and socially backward communities.

Spiritual leaders like the Dalai Lama, Mata Amritanandamayi, and the late Pope John Paul II have the ability to influence millions, despite their gentle and peaceful demeanor. On the other hand, political leaders like Hitler, Subash Chandra Bose, or Gaddaffi are known for their fiery and passionate speeches.

Some features like confidence, communication skills, grooming skills, and a well-defined personality can be developed. Nobody is born brilliant. Our personalities are formed as the result of the influence of several factors, such as our education, the company we keep, the books we read etc.

However, there are some things that cannot be cultivated. Not everybody can be a great leader, who has the charisma and might to influence people. Integrity; the ability to stand their ground no matter how great the odds, or the threats, these are qualities that are inborn, and cannot be cultivated. Gandhiji's faith in peaceful resistance did not waver in the face of grave danger. Myanmar's Aung San Suu Kyi was placed in house arrest for several years. She was denied the right of meeting her dying husband. Yet, she refused to back down, and stood for her principles. These examples are known for their enormous strength of mind and character.

Conclusion

So, to conclude, we can indeed say that leaders are born, and cannot be made. While we can inculcate some features in ourselves, some things are definitely inborn.

**16. Explain the factors that affect organizational culture.**

- Top Leadership Principles
- Nature Of The Business
- Company Values, Policies and Work Ambiance
- Clients and External Parties
- Recruitment and Selection

**17. What are the four basic types of organizational structure?**

Functional structure

Divisional structure

Flatarchy

Matrix structure

**18. What are the factors influencing the personnel behavior in the organization.**

- ✓ Leadership
- ✓ Work culture
- ✓ Job responsibilities
- ✓ Effective communication
- ✓ Family and personal life
- ✓ Relationship at work

**19. Explain the current issues in organizational behaviour.**

Improving People's Skills.

Improving Quality and Productivity.

Total Quality Management (TQM)  
Managing Workforce Diversity.  
Responding to Globalization.  
Empowering People.  
Coping with Temporariness.  
Stimulating Innovation and Change.  
The emergence of E-Organisation & E-Commerce  
Improving Ethical Behavior  
Improving Customer Service  
Helping Employees Balance Work-Life Conflicts  
Flattening World

**20. How to improve productivity if you are a task oriented leader?**

1. **Clarify objectives:** Task-oriented leaders provide direct instruction. For example, if you are working with a team, you need to specify simple instructions, deadlines, and targets to employees to make it easy for them to achieve the potential you want.
2. **Framework tasks precisely:** If you are working on a project, you need to outline the mission first. List the essential jobs and then accurately explain the processes. Design the methods and strategies with them to brainstorm the ideas in a well-mannered course of action.
3. **Issue exact deadlines:** Setting deadlines is essential for the group to have a sense of achievement. Set reminders for your employees and ask them to work actively over the project, which has strict deadlines.
4. **Offer guidance:** Provide clear advice and direction to avoid mistakes, roadblocks, and hassles. Give opportunities to ask questions. Provide information, resources, research, and other points of clarification. By offering guidance, you will address obstacles and move another step towards progress.
5. **Excellent representatives:** They know very well which team is suitable for which task; therefore, they are great at proper delegations. They drive productivity levels higher by identifying the strengths of their employees.
6. **Apply a reward system:** After their teams have achieved key results and objectives, apply systems to continually reward and motivate. For example, set a reward, bonus, time off or other factors specific to individual's diverse sets of motivation at the end of the month to increase productivity and make a disciplined work environment.
7. **Attain favorable outcomes:** This leadership style achieves the best results by directing team strengths and setting strategies. They understand their responsibilities well and work effectively.

These skills and strategies which help you become more focused on results and outcomes. It will help if you are typically less concerned about catering constantly to emotional requirements rather than the tasks to be completed.

**Part C (1 x 20 = marks)**

21. Ajay, 23 year old, fresh MBA with HR, starts his career has a junior HR executive at Raj Manufacturing House. His boss is a simple B.Com. Degree holder with 4 years of handy experience. He does not like Ajay's joining the company and therefore tortures him by

different ways. He wants Ajay to resign so he almost harasses him by playing politics in background. Ajay comes to know about this. If you were a consultant, what advice would you give him? What is the reason for the boss' negative behavior?

**Solution:**

1) **Problems:** Two problems have been clearly mentioned in the question

1) The reason for boss' negative behaviour

2) The problem of Ajay, who is to be consulted.

2) **Assumptions:** Here, no information has been given about the background of boss like how he has been as a boss in the past and how has been his score of performance appraisal. Therefore, we assume that the boss has not been a successful one and he generally misbehaved with the juniors. We also assume that Ajay is a hard-working, committed and talented employee.

3) **Probable reasons' for boss' negative response:** 1) His self-image is low in his own eyes and his perception of looking-glass image in the eyes of Ajay seems to be negative. All these things indicate that his self-esteem is at the lower side right now. He seems to have a perception that this situation is existing due to Ajay and thus, he is behaving negatively. 2) He may be having a perceptual error namely Halo Effect. The MBA degree of Ajay may be its reason 3) Other perceptual errors could be also playing some role like recency or primacy. If Ajay has made a mistake recently or if Ajay's first impression is not good in the eyes of the boss, that impression may be the reason for bad behaviour. 4) Other problems related to personality cannot be denied having an existence as a reason for boss' negative behaviour.

4) **Possible solution or advice for Ajay:** First of all, Ajay should try and find out the "reality" about the boss' real personality by enquiring about it. He should avoid building any wrong negative perception for the boss. Ajay should never leave the job immediately or should restrain from any reaction. The boss may be tasting him too! As many boss adopts this style in the beginning while dealing with an employee to control him in the long run. The boss may have his own personal problems too. Based on the findings, Ajay should decide whether to continue the job or leave it or talk to boss "directly" or go to higher authorities. Meanwhile, he should practice stress-relieving exercises!

\*Answers with different points of view are also accepted in Part C alone based on individual perception.