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DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

I SEMESTER

1915105 – ORGANISATIONAL BEHAVIOUR

Regulation – 2019

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DEPARTMENT OF MANAGEMENT STUDIES

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SUBJECT : 1915105 – ORGANISATIONAL BEHAVIOUR
SEM / YEAR : I Semester / I Year

UNIT – I – FOCUS AND PURPOSE

SYLLABUS: Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models – Rising impact of Social influence

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1	Define Organizational Behaviour	Level 1	Remembering
2	List out the challenges in the field of Organizational Behaviour	Level 2	Understanding
3	State the elements of Organisational Behaviour.	Level 3	Applying
4	Mention the nature of OB.	Level 4	Analysing
5	Point out the need and importance of Organisational Behaviour	Level 5	Evaluating
6	Give the determinants of Organisational Behaviour	Level 6	Creating
7	What is meant by Autocratic Model?	Level 1	Remembering
8	Explain the Social Cognitive framework of OB.	Level 2	Understanding
9	Human Behaviour has a cause effect relationship – Justify	Level 3	Applying
10	Explain Collegial Model	Level 4	Analysing
11	Differentiate between Autocratic and Supportive model	Level 5	Evaluating
12	State the pros and cons of Custodial Model.	Level 6	Creating
13	What is the contribution of Sociology to organisation behaviour?	Level 1	Remembering
14	Explain the concept of Group Behaviour.	Level 2	Understanding
15	How would you differentiate between individual and Group Behaviour?	Level 3	Applying
16	Write short note on Custodial Model.	Level 4	Analysing
17	What is your opinion on Collegial Model in Organisation Behaviour?	Level 1	Remembering
18	State the opportunities in the field of Organisational Behaviour.	Level 2	Understanding
19	Why do you think organisations need to have an understanding on human behaviour?	Level 1	Remembering
20	What do you think are the limitations in the field of OB?	Level 1	Remembering

PART B			
S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1	Discuss the nature and scope of Organisational Behaviour in the field of management with suitable example.	Level 1	Remembering
2	Elaborate the major challenges faced by the management in the field of OB.	Level 2	Understanding
3	Write a detailed note on Hawthorne experiments and how it contributed towards the study of OB?	Level 3	Applying
4	a) Human Behaviour is more complex than what people believe. Do you agree? Substantiate your views. (5 Marks)	Level 4	Analysing
	b) What are the factors that add to complexity in human behaviour? (8 Marks)		
5	Trace the evolution of Organisation Behaviour.	Level 5	Evaluating
6.	Narrate the contributions of various disciplines towards the study of Organisational Behaviour.	Level 6	Creating
7	Elaborate the theoretical framework of Organisational Behaviour.	Level 1	Remembering
8	Give your analysis on the various models of Organisational Behaviour.	Level 2	Understanding
9	If job satisfaction is not behaviour why is it considered a most important independent variable. Construct your arguments on this statement by listing various examples.	Level 3	Applying
10	a) What challenges do you see in the field of Organisation Behaviour? (8 Marks)	Level 4	Analysing
	b) State the limitations of OB? (5 Marks)		
11	Elaborate the role & skillsets required for managers.	Level 1	Remembering
12	Describe the Organisation Behaviour models by quoting examples from Banking Industry.	Level 2	Understanding
13	Explain how the changes in technology has impact on People Management.	Level 4	Analysing
14	'Organisation as an open system requires the present leaders (managers) to be highly adept' – How would you explain this?	Level 1	Remembering

PART - C	
S.NO	QUESTIONS
1	<p>Pramod is an engineer in a large engineer office. He hails from a poor but disciplined family. The family has a rural background. For Pramod, it was 'earn while you learn' till he graduated himself with architecture as his major. Pramod is intelligent and capable person. His boss wants to motivate him to be more independent in his work. The boss believed that his approach will improve Pramod's performance, relieve the boss from extra routine and give Pramod more self-confidence. However, the boss is not sure how to go about motivating Pramod to take initiative in his work.</p> <p>Questions:</p> <p>a. Find out the reasons for Pramod's Behavior (5 Marks)</p> <p>b. Explain how the boss should motivate Pramod. (8 Marks)</p>
2	Study of Organizational Behavior helps Successful Managers' – Justify.
3	Think as you are a Manager in Production firm – Which leadership model would you adopt?
4	Discuss the contribution of Organisation Behaviour in managing employees in a firm.

UNIT - II INDIVIDUAL BEHAVIOUR

SYLLABUS: Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement - Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception - Impression Management.

PART - A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1	Define Personality.	Level 1	Remembering
2	Differentiate Introvert and Extrovert.	Level 2	Understanding
3	List down the factors influencing Personality.	Level 3	Applying
4	Discuss the concept of Vicarious Learning.	Level 4	Analysing
5	What difference could you state between Classical and Operant conditioning?	Level 5	Evaluating
6	Write short note on Emotional Intelligence.	Level 6	Creating
7	List down the significance of Emotional Intelligence.	Level 1	Remembering
8	What is meant by Emotional Labour?	Level 2	Understanding
9	Explain the concept of Attitudes.	Level 3	Applying

10	State the factors influencing attitude formation.	www.FirstRanker.com Level 4	www.FirstRanker.com Analysing
11	Define Values	Level 5	Evaluating
12	How would you explain a Value System?	Level 6	Creating
13	What is meant by Halo Effect?	Level 1	Remembering
14	Explain the concept of Perception.	Level 2	Understanding
15	What is meant by Stereotyping?	Level 3	Applying
16	How would you explain Selective Perception?	Level 4	Analysing
17	Define Impression Management	Level 1	Remembering
18	State the components of Perception.	Level 2	Understanding
19	What is the importance of Values?	Level 1	Remembering
20	What are the sources of Values?	Level 1	Remembering

S.NO	QUESTIONS	BT LEVE L	COMPETENCE
1	a) Explain the concept of Personality (5 Marks) b) Discuss the factors influencing Personality (8 Marks)	Level 1	Remembering
2	Briefly evaluate the contributions of Trait theory of personality to the study of Organisational Behaviour.	Level 2	Understanding
3	a) Explain the types of learners. (5 Marks) b) Explain the various steps in learning process. (7Marks)	Level 3	Applying
4	a) Discuss the concept of Emotional Intelligence (5Marks) b) Explain the nature & importance of Emotional Intelligence (8Marks)	Level 4	Analysing
5	a) What is meant by OB Modification? (4 Marks) b) Describe the steps in OB modification process. (9Marks)	Level 5	Evaluating
6	Discuss the nature of emotions and the need for managing emotions in organisations.	Level 6	Creating
7	a) Write about the process of Attitude Formation (5 Marks) b) Explain the factors influencing attitude formation. (8Marks)	Level 1	Remembering
8	What is meant by Changing Attitude? Discuss the barriers to changing Attitude.	Level 2	Understanding
9	Explain the characteristics and objectives of Values.	Level 3	Applying

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10	Elaborate the factors influencing Perception.	Level 4	Analysing
11	a) Discuss the Organisation Behaviour Modification Strategies in detail. (6 Marks) b) Highlight the importance / significance of behaviour modification in organizations. (7 Marks)	Level 1	Remembering
12	a) What are the barriers in changing attitude? (5 Marks) b) How to overcome the barriers in attitudinal change? (8 Marks)	Level 2	Understanding
13	a) Explain the concept of Values. (4 Marks) b) Explain the sources of Values. (9 Marks)	Level 4	Analysing
14	a) Explain the concept of Perception. (4 Marks) b) Discuss the characteristics & importance of Perception. (9 Marks)	Level 1	Remembering

	PART - C
S.No	Questions
1.	'Perception is key factor in Managerial Efficiency' – How would you defend this statement?
2.	'Attitude determines your Altitude' – Substantiate your views about this quote with relevant examples from corporate.
3.	Describes the types of Motivational Patterns used to motivate employees in the Indian Organizations.
4.	<p>Cool Products, company dealing in production & distribution of packed condiments in the state of M.P. Company is a Market Leader in the state of M.P Company decided to expand the in the state of Rajasthan. They have identified Kota as a place for establishing production unit for which they have two tenable post by marketing or production manager since the job involves the skill of both. There are two profiles of managers for the post of GM of the unit.Mr. Varun Tyagi (Production Manager) and Mr. Avinash Kale (Marketing Manager). As the consultant, we have to choose one of them for the post of GM.</p> <p>Case Highlights: -</p> <p>Mr. Varun Tyagi is a mechanical engineer. He has 10 years' work experience in Food Preservation Industry Qualities: hardworking, sincere, honest, dependable manager, foresighted, technically sound, pleasant personality, can handle employee grievances, provides employees satisfaction, goes by rule of law when in difficulty, good reputation in industry.</p> <p>Mr. Avinash Kale has done MBA from IMS(Nagpur). His performance in academics were excellent Qualities- Calculative (as thinks ten times before taking any decisions), hardworking, task master, obedient, maintains distance from workers, Task oriented leader,good communication skills, considered to be a Management Man.</p> <p>Question:</p> <p>Evaluates the pros & cons of the candidate and suggest a suitable candidate for the organisation.</p>

SYLLABUS: Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building- Interpersonal relations – Conflict Management – Dimensions of Conflict

PART - A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1	Define Organisation Structure.	Level 1	Remembering
2	What are the needs for a formal organisation structure?	Level 2	Understanding
3	Differentiate between formal and informal organisation.	Level 3	Applying
4	Explain the concept of group dynamics.	Level 4	Analysing
5	State the characteristics of groups.	Level 5	Evaluating
6	Discuss the concept of Group Cohesiveness	Level 6	Creating
7	What is meant by Group Norms?	Level 1	Remembering
8	Why do informal groups come into existence?	Level 2	Understanding
9	How would you explain Group Polarisation?	Level 3	Applying
10	Explain Group Behaviour.	Level 4	Analysing
11	Write a short note on Nominal Groups in decision making.	Level 5	Evaluating
12	Explain Delphi Technique	Level 6	Creating
13	Define Conflict	Level 1	Remembering
14	Give an outline on the communication process.	Level 2	Understanding
15	Discuss the importance of managing conflict in organisation.	Level 3	Applying
16	Differentiate between Team and Groups	Level 4	Analysing
17	Write the stages in Group Development.	Level 1	Remembering
18	What are the barriers in effective communication?	Level 2	Understanding
19	Differentiate between Formal and Informal Groups.	Level 1	Remembering
20	What do you mean by group think?	Level 1	Remembering

PART - B			
S.NO	PART - B QUESTIONS	BT LEVEL	COMPETENCE
1	Briefly discuss the concept, need and importance of formal organisation structure.	Level 1	Remembering
2	Give a detailed differentiation between formal and informal organisation.	Level 2	Understanding
3	How far does formal and informal groups influence the organisation and affect the group dynamics.	Level 3	Applying
4	Describe the stages of group development.	Level 4	Analysing
5	a. What is the importance of Organisation Structure (6 Marks)? b. Explain the formation of Organisation Structure in detail (7 marks)	Level 5	Evaluating
6	Discuss in detail the communication process.	Level 6	Creating
7	a. Describe the types of groups in an organization (5 Marks) b. Discuss the various decision-making techniques. (8 Marks)	Level 1	Remembering
8	Give a brief on the importance of effective communication with suitable examples from the Indian education system	Level 2	Understanding
9	Define group cohesiveness and describe the factors influencing group cohesiveness.	Level 3	Applying
10	a. How do formal groups play role in an organisation? (5 Marks) b. Explain the factors influencing formal groups. (8 Marks)	Level 4	Analysing
11	a) Define Organisational Conflict (3 Marks) b) Discuss the measures of managing conflict. (10 Marks).	Level 1	Remembering
12	a) What are the different stages in Team Building? (8 Marks) b) How to make teams deliver successful results? (5 Marks)	Level 2	Understanding
13	a) What do you mean by Organisational Communication? Discuss its types. (8 Marks) b) Suggest the ways for effective communication. (5 Marks)	Level 4	Analysing
14	Discuss the barriers in Communication and state the measures to overcome these barriers.	Level 1	Remembering

PART - C

S.NO	QUESTIONS
1	<p>The T Aerospace company in the early stages of planning the development of latest commercial jet, the 007. The aircraft industry is a fiercely competitive one, dominated by a few large global players who operate at the forefront of technology. In this industry, competitors quickly copy and advance in technology or new management technique that might provide them with a competitive edge. Some of the T Aerospace Company's competitors have adopted team working as means of speeding up their development and production process. The T Aerospace Company is thus considering the adoption of team working in its operations but some of the traditionalists in the</p>

	<p>company are doubtful. They are concerned that the benefits of work specialization will be lost. Some of the managers have had negative experiences with team working and so have strong reservations about the proposed changes.</p> <p>1) List the four key components involved in making an effective team. (4 Marks)</p> <p>2) Identify the benefits that the T Aerospace Company can expect to gain from the adoption of team working. (4 Marks)</p> <p>3) Describe the difficulties that the company is likely to encounter in the management of its teams and recommend ways to turn individuals into team players. (5 Marks)</p>
2	<p>“High Cohesiveness in a group leads to higher group productivity”. Do you agree or disagree? Explain.</p>
3	<p>If group decisions consistently achieve better quality outcomes than those achieved by individuals, how did the phrase “a camel is a horse designed by a committee” become so popular and ingrained in the culture?</p>
4	<p>Working with others is not always easy. Simply working in the same group or for the same company does not guarantee that people will be motivated to work together. Different individuals will have different work ethics, will be looking to satisfy different needs from work, and will have their own ways of doing things. There is no guarantee that a work group will function smoothly or cohesively.</p> <p>a. Do you think group efforts are not successful? (8 Marks)</p> <p>b. How will you substantiate designing jobs around group is necessary? (7 Marks)</p>

UNIT - IV LEADERSHIP AND POWER

SYLLABUS: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics-Women and corporate Leadership

PART - A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1	Compare merits and Demerits of Power	Level 1	Remembering
2	What do you mean by transformational leadership?	Level 2	Understanding
3	What are the traditional styles of leadership?	Level 3	Applying
4	Differentiate Leadership and Power	Level 4	Analysing
5	State the reasons for organizational politics.	Level 5	Evaluate
6	What is Power?	Level 1	Remembering
7	What is Group dynamics?	Level 2	Understanding
8	What is meant by autocratic leadership?	Level 3	Applying
9	Explain the different styles of traditional leadership	Level 5	Evaluating
10	What makes leadership effective?	Level 1	Remembering

11	What are the sources of power?	www.FirstRanker.com	www.FirstRanker.com Level 2	Understanding
12	When the autocratic style of leadership is suitable?		Level 3	Applying
13	What is meant by Referent Power?		Level 4	Analysing
14	Recall the difference between power and politics.		Level 5	Evaluating
15	What is a power centre?		Level 1	Remembering
16	What is Organisational Culture?		Level 2	Understanding
17	What are the reasons for Organisational Politics?		Level 3	Applying
18	List out the importance of Leadership		Level 1	Remembering
19	What do you understand by the managerial Grid?		Level 2	Understanding
20	What is leadership?		Level 3	Applying

S.NO	PART - B QUESTIONS	BT LEVEL	COMPETENCE
1	(i) Define Leadership. Explain the major styles of Leadership (7 Marks) (ii) Write a Detailed note on the nature and importance of Leadership (6 Marks)	Level 1	Remembering
2	Explain in detail some of the methodologies for managing political behavior.	Level 2	Understanding
3	i) How could one use organizational politics for career advancement and achievement of goals of the organization? (7 Marks) (ii) Write down the advantages and disadvantages of various leadership styles. (6 Marks)	Level 3	Applying
4	Illustrate the managerial grid developed by Blake and Mouton.	Level 4	Analysing
5	What are the reasons for Organisational Politics? Explain	Level 5	Evaluating
6	i) Examine the types of power and sources of power? (6 Marks) ii) How do managers acquire the power for leadership? (7 Marks)	Level 6	Creating
7	i) Define and explain power and politics in an organization. (7 Marks) ii) State the precautions while dealing with power Centres. (6 Marks)	Level 1	Remembering
8	What are the sources of power? Explain how the power and politics contribute towards effective management of human resources in a democratic country like India	Level 2	Understand
9	i) Can you identify the factors influencing organizational politics? Explain. (6 Marks) ii) Discuss the tactics used to gain political Power. (7 Marks)	Level 3	Applying

10	Define: Leadership. Briefly Explain the different theories of leadership with suitable examples from Indian politics	Level 1	Remembering
11	i) Define and discuss about various leadership theories. (7 Marks) ii) What are the different levels of Political reason? (6 Marks)	Level 2	Understanding
12	i) What are the contingencies of power and how does it moderate the effectiveness of power? Discuss in detail. (7 Marks) ii) State the ways to effectively use power Centres. (6 Marks)	Level 3	Applying
13	Describe the strengths and weaknesses in the trait approach to leadership.	Level 4	Analysing
14	Define political behavior. Why is politics a fact of life in organizations?	Level 2	Understanding

PART - C	
S. No	Questions
1.	Describe the Hersey-Blanchard model of Leadership style
2.	You are a sales representative for an international software company. After four excellent years, sales in your territory are off 30 percent this year. Describe three defensive responses you might use to reduce the potential negative consequences of the decline in sales
3.	What effect if any, do you expect in the leadership practices of Modern organizations?
4.	Write briefly the functional power distribution and write the various tactics employed to gain power

UNIT - V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

SYLLABUS: Organizational climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –.Techniques--Organizational effectiveness Developing Gender sensitive workplace

PART - A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1	List the elements of organization climate.	Level 1	Remembering
2	What are the characteristics of OD?	Level 2	Understanding
3	Give the major external reasons for change in organizations.	Level 3	Applying
4	What are the causes of stress? How to Manage them?	Level 4	Analysing
5	What are the determinants of Job	Level 5	Evaluating
6	What is stress ?	Level 4	Evaluating
7	What is Force Field Analysis?	Level 1	Remembering

8	What do you mean by Organisational effectiveness?	Level 2	Understanding
9	Differentiate organizational culture and climate.	Level 3	Applying
10	What are the objectives of Organisational Development	Level 4	Analysing
11	What is Proactive change?	Level 5	Evaluating
12	Define Socialization.	Level 6	Creating
13	What is Job Satisfaction?	Level 1	Remembering
14	What is eustress?	Level 2	Understanding
15	Define Work Stress.	Level 3	Applying
16	What is meant by Organisational Culture?	Level 4	Analysing
17	Mention Four Characteristics of Organisational Culture.	Level 1	Remembering
18	What is work life balance?	Level 2	Understanding
19	What is Organisational Development?	Level 3	Applying
20	Outline the Socialization Process	Level 1	Remembering

S.No	Part - B Questions	BT Level	Competence
1	Define change in an organization and explain its process.	Level 1	Remembering
2	i) Distinguish between organizational culture and climate. (7 Marks) ii) State the factors influencing organizational culture. (6 Marks)	Level 2	Understanding
3	i) Discuss the dimensions of Organization culture? (7 Marks) ii) Discuss the characteristics of Organizational Culture. (6 Marks)	Level 3	Applying
4	i) Why is organizational change often resisted by individuals and groups within the organization? (7 Marks) ii) How can the resistance be prevented? (6 Marks)	Level 4	Analysing
5	i) Discuss the major OD interventions. (7 Marks) ii) Which of those OD interventions techniques is most effective in India? (6 Marks)	Level 5	Evaluating
6	Define: Organisational Effectiveness. Explain the Challenges and objectives of organizational effectiveness with valid arguments.	Level 6	Creating
7	i) What are the functions of Organizational culture? (7 Marks) ii) How organizational culture is created? (6 Marks)	Level 1	Remembering

8	i) Briefly discuss the causes of stress. (7 Marks) ii) Discuss the consequences of stress & prevention of stress. (6 Marks)	Level 2	Understanding
9	Describe the major characteristics of Organisational Development.	Level 3	Applying
10.	i) Identify and discuss the various approaches to organizational effectiveness. (6 Marks) ii) Discuss ways of achieving organizational effectiveness. (7 Marks)	Level 4	Analysing
11.	Define Organization climate. Elaborate about it. Briefly explain the factors affecting organizational climate with suitable examples	Level 1	Remembering
12	Explain the steps in the process of OD and discuss its values.	Level 2	Understanding
13.	Briefly discuss the proactive and reactive changes and how do you plan for the change.	Level 4	Analysing
14	Describe the characteristics and importance of OD-Organizational Development.	Level 1	Remembering

PART - C

S.No	Questions
1	“ We should be opposed to the manipulation of individuals for organizational purposes, but a degree of social uniformity enables organizations to work better”. Do you agree or disagree with this statement? What are its implications for organization culture? Discuss.
2	What are the reasons for resistance to change? What can the management do to overcome such resistance?
3	In today's dynamic and uncertain environment, professionals need to be capable of managing both personal and professional life-Comment.
4	Discuss the major OD interventions. Which of those interventions is most effective in India?