**MODEL ANSWER**

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| **QUESTION NOS:** | **EXAMINATION: 3rd Sem. Regular Exam. 2017-18**  **SUBJECT: ORGANISATIONAL BEHAVIOUR**  **SUBJECT CODE: POB3E002**  **BRANCH: ALL**  **QUESTION CODE: B1048** | **STEPWISE DISTRIBUTION OF MARKS (MARKING SCHEME)** |
| **Q.1.a.**  **b.**  **c.**  **d.**  **e.**  **f.**  **g.**  **h.**  **i.**  **j.**  **Q.2.a.**  **b.**  **c.**  **d.**  **e.**  **f.**  **g.**  **h.**    **i.**  **j.**  **Q.3.a.**  **b.**  **Q.4.a.**  **b.**  **Q.5.a.**  **b.**  **Q.6.a.**  **b.**  **Q.7.a.**  **b.**  **Q.8.a.**    **b.**  **Q.9.a.**  **b.** | A stereotype is any thought widely adopted about specific types of individuals or certain ways of behaving intended to represent the entire group of those individuals or behaviours as a whole. These thoughts or beliefs may or may not accurately reflect [reality](https://en.wikipedia.org/wiki/Reality).  The halo effect is a type of cognitive bias in which our overall impression of a person influences how we feel and think about his or her character. One great example of the halo effect in action is our overall impression of celebrities  C:\Users\USER\Desktop\download.jpg  Organizational effectiveness can be defined as the efficiency with which an association is able to meet its objectives. This means an organization that produces a desired effect or an organization that is productive without waste.  **Common Barriers to Effective Communication:**   * The use of jargon. ... * Emotional barriers and taboos. ... * Lack of attention, interest, distractions, or irrelevance to the receiver. ... * Differences in perception and viewpoint. * Physical disabilities such as hearing problems or speech difficulties.   On-the-job training allows employees to learn by actually performing a specific job or task. This method is good for new employees learning a new job or task. These are coaching, job instruction training, job rotation, mentorship and apprenticeship.  The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Hygiene factors are company policy, supervision, work conditions, pay & benefits, co-workers and job security.  A group is a collection of individuals who coordinate their individual efforts. On the other hand, at team is a group of people who share a common team purpose and a number of challenging goals. Members of the team are mutually committed to the goals and to each other.  Personality is a result of the combination of four factors, i.e., physical environment, heredity, culture, and particular experiences.  Management by objectives (**MBO**) is a management model that aims to improve performance of an organization by clearly defining objectives that are agreed to by both management and employees. ... The term was first outlined by management guru Peter Drucker in 1954.  Sense of urgency, institutional change  Formal, informal  Esteem needs, safety needs  Team building  Clayton Alderfer  Selective Perception  Intragroup dynamics, intergroup dynamics  Group cohesiveness  Learning  Thinking & feeling Judgement, perception  **Nature, scope and importance of OB:**  Organizational Behaviour is concerned with the understanding, prediction and control of human behaviour in organizations. It focuses on the individuals, the groups and the organization and also on their interactional relationships. It is the study and application of knowledge about how people act with organizations.  **Features (Characteristics) of OB**   * OB is a part of general management and not the whole of management. It represents behavioural approach to management. * OB is a human tool for human benefit. It helps in predicting the behaviour of individuals. * OB involves three levels of analysis of behaviour-individual behaviour, group behaviour and behaviour of the organization itself. * OB is an action-oriented and goal-directed discipline. It provides a rational thinking about people and their behavior * OB seeks to fulfill both employees’ needs and organizational objectives.   **Scope of OB**  The scope of OB involves three levels of behaviour in organizations: individuals, groups and structure.   1. **Individual Behaviour:** Personality**,** Perception**,** Values and Attitudes**,** Learning, Motivation 2. **Group Behaviour:** Work groups and group dynamics**,** Dynamics of conflict**,** Communication**,** Leadership**,** Morale 3. **Organization: Structure, Process and Application:** Organizational Climate**,** Organizational Culture**,** Organizational Change**,** Organizational Effectiveness**,** And Organizational Development.   **Importance of OB**   * Skill improvement. * Understanding consumer buying behavior. * Employee motivation. * Nature of employee. * Efficiency and effectiveness. * Better environment of organization. * Goodwill of organization.   A group can be defined as one or more individuals interacting together to achieve certain objectives. Types of Groups: Groups can be classified in many different ways on various bases.  1. Formal Groups:  Formal groups are created as part of organization structure to accomplish organisational tasks. A work group in a plant is the example of formal group. They are bound by hierarchical authority in the organisation. They have to follow rules, regulation and policy of the organisation. These groups are required by the system.  **(a) Command Group:**  Command group consists of subordinates who are directly responsible to a supervisor. This group is responsible for removal of encroachment on public land. There is a specific department established for the purpose and is busy throughout with its activities.  **(b) Task Group:**  Task group is formed to complete a project. This type of group is also known as task force. The job of the group is to complete the task within allotted time period..  **2. Informal Groups:**  Informal groups exist within the formal organisations and arise because of individuals’ social needs and desire to develop and maintain relations with people. Working at a plant or office leads to formation of informal groups.  **Informal groups are of following types:**  **(a) Interest Group:**  A group of employees coming together for attaining a common purpose. Employees coming together for payment of bonus increase in salary, medical benefits and other facilities are the examples of interest group.  **(b) Membership Group:**  A group of persons belonging to the same profession knowing each other e.g. teachers of the same faculty in the university.  **(c) Friendship Group:**  A group outside the plant or office, having similar views, tastes, opinions, belonging to same age group. They form clubs and associations based on the friendship.  **(d) Reference Group:**  It is a primary group where people shape their ideas, beliefs, values etc. They want support from the group. Family is an important reference group. A team of players playing a game is a reference group. Development of Group: Group cannot be formed and developed within a short span of time. It gets developed through various stages. These stages of development are referred to as forming, storming, norming and performing.  **1. Forming:**  Forming is the first stage of group development. This is the beginning of a group where there is a great deal of difficulties arise as regards objectives and goals, framing of rules and regulations, taking the members into confidence, framing the structure, deciding about the leadership issue, tackling the differences among members.  **2. Storming:**  Storming is a stage where conflicts arise. It is the testing time for group leader to pacify and resolve the conflicts between the members of group that have arisen because of interpersonal behaviour. There are chances of split in the group.  **3. Norming:**  Leadership gets established under this stage resulting into group cohesion. Group gets organised. Members of the group start believing each other’s and mutual understanding develops. A sense of belonging to the group and togetherness strengthened.  The conflicts and misunderstandings get resolved. Consensuses among members over the leadership, goals, emerge and members feel cohesive. The members start identifying with the group. This is norming stage now leads to performing stage of group development.  **4. Performing:**  Under performing stage the interpersonal relationship among members is booming and they establish intimacy. They start opening up their hearts to each other. The members try to relieve their fellow members of their tension arising out of dissatisfaction.  Workplace spirituality is not about organized practices. It’s not about theology of about one’s spiritual leader. Rather, workplace spirituality is about recognizing that takes place in the context of an organizational community. Organizations that promote a spiritual culture recognize that employees have both a mind and a spirit, seek to find meaning and purpose in their work, and desire to connect with other employees and be part of a community.  Why the emphasis on spirituality in today’s organizations?  Historical models of management had no room for spirituality. These models typically focused on organizations that were efficiently run without feelings toward others. Similarly, concern about an employee’s inner life had no role in managing organizations. But just as we’ve come to realize that the study of emotions improves our understanding of how and why people act the way they do in organizations, an awareness of spirituality can help one better understand employee work behavior in the twenty first century organization.  For example, The Indian self is found to have a significant component of spirituality which has manifest implications for their workplace performances moral decision making or attitudes towards ethical issues.  The concept of spirituality draws on the ethics, values, motivation, wok/life balance, and leadership elements of an organization. Spiritual organizations are concerned with helping employees develop and reach their potentials. They are also concerned with addressing problems created by work life conflicts.  An attitude is a way of thinking or feeling about something, a certain state of mind at the time.  Behaviour is defined as the way one acts towards themselves and others around them. To link the two we could say that due to the attitude a person has towards spiders, he/she may behave differently.  Mental states, developed through experience, which are always ready to exert an active influence on an individual’s response to any conditions or circumstances to which the person has been directed  **Components of an Attitude**  The structure of a person’s attitude consists of three vital components-affective, cognitive and over  Stimulus  Attitudes  Behaviour  Cognition  Affection  **1. Affective component:** The affective component refers to the emotions and feelings associated with an attitude object. This component is often expressed as like or dislike, good or bad, pleasing or displeasing, favourable or unfavourable.  In work organisations, the examples of affective components of a person x attitude towards Y may be:  X dislikes Y on personal grounds  X dislikes Y because he is liked by employer  X dislikes Y because he makes more money than X  X dislikes Y because he takes good decisions despite the lack of experience and training.  **2. Cognitive component:** Cognitive component represents the beliefs perceptions and opinions of a person about an attitude object. The beliefs may be based on a variety of learning experiences, rumours, misunderstandings, or any other information. You may believe that the manager is intelligent, or stupid, ethical or unethical, good or bad, or autocrat or democrat.  **3. Overt component:** It is also known as “behavioural” component or “cognitive” component. This component is concerned with the way one intends to behave a particular attitude object. Both the affective and cognitive components (feelings and beliefs) influence the way a person intends to behave towards an attitude object. For instance, if a person has a negative feeling or belief towards an object, he will be likely to behave negatively towards the object. Vroom expectancy motivation theoryVroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this. **Expectancy** is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:   1. Having the right resources available (e.g. raw materials, time) 2. Having the right skills to do the job 3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job)   **Instrumentality** is the belief that if you perform well that a valued outcome will be received. The degree to which a first level outcome will lead to the second level outcome. i.e. if I do a good job, there is something in it for me. This is affected by such things as:  **Valence** is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off.  Crucially, Vroom's expectancy theory works on **perceptions** – so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organisation, it doesn't mean that someone won't perceive that it doesn't work for them.  However, it could equally apply to any situation where someone does something because they expect a certain outcome. For example, I recycle paper because I think it's important to conserve resources and take a stand on environmental issues (valence); I think that the more effort I put into recycling the more paper I will recycle (expectancy); and I think that the more paper I recycle then less resources will be used (instrumentality)  Thus, Vroom's expectancy theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes.  **Employees need to be trained on time management skills**. Employees need to make the most judicious use of time. Trust me; no one listens to lame excuses that you did not get enough time to complete your task on time. Proper delegation of job responsibilities avoids confusions at workplace and leads to a healthy work culture. Clear clutter and organize your workstation. Keep all your documents in a proper folder to avoid unnecessary searching when needed. Being organized not only saves your time but also helps you achieve targets within the desired time frame  A large variety of methods of training are used in business. Even within one organization different methods are used for training different people. All the methods are divided into two classifications for:  **A. On-the-job Training Methods:**  1. Coaching  2. Mentoring  3. Job Rotation  4. Job Instruction Technology  5. Apprenticeship  **B. Off-the-Job Training Methods:**  1. Lectures and Conferences  2. Vestibule Training  3. Simulation Exercises  4. Sensitivity Training A. On-the-job training Methods: These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the trainee is learning while earning. Some of the commonly used methods are: 1. Coaching: Coaching is a one-to-one training. It helps in quickly identifying the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice.. 2. Mentoring: The focus in this training is on the development of attitude. It is used for managerial employees. Mentoring is always done by a senior inside person. 3. Job Rotation: It is the process of training employees by rotating them through a series of related jobs. Rotation not only makes a person well acquainted with different jobs. 4. Job Instructional Technique (JIT): It is a Step by step (structured) on the job training method in which a suitable trainer (a) prepares a trainee with an overview of the job, its purpose, and the results desired, (b) demonstrates the task or the skill to the trainee, (c) allows the trainee to show the demonstration on his or her own, and (d) follows up to provide feedback and help. 5. Apprenticeship: Apprenticeship is a system of training a new generation of practitioners of a skill. This method of training is in vogue in those trades, crafts and technical fields in which a long period is required for gaining proficiency. B. Off-the-job Training Methods: Off-the-job training methods are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression. Important methods include: 1. Lectures and Conferences: Lectures and conferences are the traditional and direct method of instruction. Every training programme starts with lecture and conference. It’s a verbal presentation for a large audience. 2. Vestibule Training: Vestibule Training is a term for near-the-job training, as it offers access to something new (learning). In vestibule training, the workers are trained in a prototype environment on specific jobs in a special part of the plant. 3. Simulation Exercises: Simulation is any artificial environment exactly similar to the actual situation. There are four basic simulation techniques used for imparting training: management games, case study, role playing, and in-basket training. 4. Sensitivity Training: Sensitivity training is also known as laboratory or T-group training. This training is about making people understand about themselves and others reasonably, which is done by developing in them social sensitivity and behavioral flexibility. It is ability of an individual to sense what others feel and think from their own point of view.  A group’s trainer refrains from acting as a group leader or lecturer, attempting instead to clarify the group processes using incidents as examples to clarify general points or provide feedback. The group action, overall, is the goal as well as the process.  Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. Performance appraisal is defined by Wayne Cascio as “the systematic description of employee’s job relevant, strength, weakness.  The following are the limitations of performance appraisal:   * **Halo effect** * **Horn effect** * **Central tendency** * **Leniency and strictness** * **Spillover effect** * **Fear of losing subordinates and spoiling relations** * **Goodwill and techniques to be used** * **Paper work and personal biased**   Perception (from the [Latin](https://en.wikipedia.org/wiki/Latin) *perceptio*) is the organization, identification, and interpretation of [sensory](https://en.wikipedia.org/wiki/Sense) [information](https://en.wikipedia.org/wiki/Information) in order to represent and understand the presented information, or the environment.  The three important stages involved in perception process, i .e, (1) Perceptual Inputs, (2) Perceptual Mechanism, and (3) Perceptual Outputs. I. Perceptual Inputs: A number of stimuli are constantly confronting people in the form of information, objects, events, people etc. in the environment. These serve as the inputs of the perceptual process. A few of the stimuli affecting the senses are the noise of the air coolers, the sound of other people talking and moving, outside noises from the vehicular traffic or a street repair shop or a loud speaker playing somewhere plus the impact of the total environmental situation. Some stimuli do not affect the senses of a person consciously, a process called subliminal perception. II. Perceptual Mechanism: When a person receives information, he tries to process it through the following sub processes of selection, organization and interpretation. (A) Perceptual Selectivity: Many things are taking place in the environment simultaneously. However, one cannot pay equal attention to all these things, thus the need of perceptual selectivity. Perceptual selectivity refers to the tendency to select certain objects from the environment for attention.  **The following factors govern the selection of stimuli:**  (i) External Factors  (ii) Internal Factors  **Various external and internal factors which affect our selection process are as explained below:** (i) External Factors: **(a) Size:**  The bigger the size of the stimulus, the higher is the probability that it is perceived. Size always attracts the attention, because it establishes dominance.  **(b) Intensity:** Intensity attracts to increase the selective perception. A few examples of intensity are yelling or whispering, very bright colours, very bright or very dim lights. Intensity will also include behavioral intensity.  **(c) Repetition:** The repetition principle states that a repeated external stimulus is more attention drawing than a single one. Because of this principle, supervisors make it a point to give the necessary directions again and again to the workers.  **(d) Status:** High status people ran exerts greater influence on the perception of the employees than the low status people. There will always be different reactions to the orders given by the foreman, the supervisor or the production manager.  **(e) Contrast:** An object which contrasts with the surrounding environment is more likely to be noticed than the object which blends in the environment.  **(f) Movement:** The principle of motion states that a moving object receives more attention than an object which is standing still. A moving car among the parked cars catches our attention faster. A flashing neon-sign is more easily noticed.  **(g) Novelty and Familiarity:** This principle states that either a novel or a familiar external situation can serve as an attention getter. New objects in the familiar settings or familiar objects in new settings will draw the attention of the perceiver. (ii) Internal Factors: The internal factors relate to the perceiver. Perceiving people is very important for a manager, because behaviour occurs as a result of behaviour.  **Following are the internal factors which affect perception:**  **1. Learning:**  Although interrelated with other internal factors learning may play the single biggest role in developing perceptual set. A perceptual set is basically what a person expects from the stimuli on the basis of his learning and experience relative to same or similar stimuli. This perceptual set is also known as cognitive awareness by which the mind organizes information.  **2. Motivation:**  Besides the learning aspects of the perceptual set, motivation also has a vital impact on perceptual selectivity. For example, a person who has a relatively high need for power, affiliation or achievement will be more attentive to the relevant situational variables. For example, when such a person walks into the lunch room, he may go to the table where several of his co-workers are sitting, rather than a table which is empty or on which just one person is sitting.  **3. Personality.**  Closely related to learning and motivation is the personality of the perceiving person. For example, the older senior executives often complain about the inability of the new young manager to take tough decisions concerning terminating or reassigning people and paying attention to details and paper work. The young managers, in turn, complain about the ‘old guards’ resisting change and using paper and rules as ends in themselves. Different perceptions in young and old are due to their age differences. Further, the generation gap witnessed in recent years definitely contributes to different perceptions. B. Perceptual Organisation: After having selectively absorbed the data from the range of stimuli we are exposed to at any given time, we then try to organize the perceptual inputs in such a manner that would facilitate us to extract meaning out of what we perceive. Or in other words, person’s perceptual process organizes the incoming information into a meaningful whole. While selection is a subjective process, organizing is a cognitive process. C. Perceptual Interpretation: Perceptual interpretation is an integral part of the perception process. Without interpretation, selection and organisation of information do not make any sense. After the information has been received and organised, the perceiver interprets or assigns meaning to the information. In fact, perception is said to have taken place only after the data have been interpreted. Several factors contribute towards the interpretation of data.  More important among them are perceptual set, attribution, stereotyping, halo effect, perceptual context, perceptual defence, implicit personality theory and projection. It may also be noted that in the process of interpretation, people tend to become judgmental. They may tend to distort what they see and even ignore things that they feel are unpleasant. D. Checking: After data have been received and interpreted, the perceiver tends to check whether his interpretations are right or wrong. One way of checking is for the person himself to indulge in introspection. He will put a series of questions to himself and the answers will confirm whether his perception about an individual or object is correct or otherwise. Another way is to check the validity of the interpretation with others. E. Reacting: The last stage in perception is the reaction. The perceiver shall indulge in some action in relation to the perception. The action depends on whether the perception is favourable or unfavourable. It is negative when the perception is unfavourable and the action is positive when the perception is favorable. III. Perceptual Outputs: Perceptual outputs encompass all that results from the throughout process. These would include such factors as one’s attitudes, opinions, feelings, values and behaviours resulting from the perceptual inputs and throughputs. Perceptual errors adversely affect the perceptual outputs. The lesser our biases in perception, the better our chances of perceiving reality as it exists or at least perceiving situations with the minimum amount of distortions.  Change management is an approach to shifting individuals, teams, and organizations to a desired future state. The first step in effective change management is being prepared, in a timely and knowledgeable fashion, for internal and external potentialities that may force organizational adaptation. External Forces of Organizational Change: The external forces of change stem up from the external environment. These forces have been described below:  * Political Forces * Economic Forces * Technological Forces * Governmental Forces * Deregulation * Foreign Exchange * Anti-Trust Laws * Suspension Agreements * Protectionism * Competitive Pressures * Changes in the Needs and Preferences of Customers  Internal Forces of Organizational Change  * Systemic Forces * Inadequate Existing Administrative Processes * Individual/Group Speculations * Structural Changes * Changes in the Technology * People Focused Change: * Issues with the Profitability * Resource Constraint |  |