**MODEL ANSWER**

|  |  |  |
| --- | --- | --- |
| **QUESTION NOS:** | **EXAMINATION: 3rd Sem. Regular Exam. 2016-17**  **SUBJECT: ORGANISATIONAL BEHAVIOUR**  **SUBJECT CODE: POB3E002**  **BRANCH: ALL**  **QUESTION CODE: Y756** | **STEPWISE DISTRIBUTION OF MARKS (MARKING SCHEME)** |
| **1.**  **2.a.**  **b.**      **c.**  **d.**  **e.**  **f.**  **g.**  **h.**  **i.**  **j.**  **3.a.**  **b.**  **Q.4.a.**  **b.**  **Q.6..a**  **b.**  **Q.7.a.**  **b.**  **Q.8.a.**  **b.**    **Q.5.a.**    **b.**  **Q.9.b.** | 1. ii, b. i, c. iv, d. ii, e. iv , f. iii ,g. iii ,h. iii , i. iii , j. iii.   Limitations of OB:   1. Behavioral bias: It further causes dependence, dis-contentment, indiscipline, and irresponsibility. 2. Law of diminishing returns: It says that beyond a certain point, there is a decline in output even after each additional good or positive factor. 3. Unethical practices and manipulation of people: Knowledge of motivation and communication acquired can be used to exploit subordinates in an Organization by the manipulative managers.   An attitude is an expression of favour or disfavour toward a person, place, thing, or event (the attitude object). Prominent psychologist [Gordon Allport](https://en.wikipedia.org/wiki/Gordon_Allport) once described attitudes "the most distinctive and indispensable concept in contemporary [social psychology](https://en.wikipedia.org/wiki/Social_psychology)." Attitude can be formed from a person's past and present. Key topics in the study of attitudes include attitude measurement, attitude change, [consumer behaviour](https://en.wikipedia.org/wiki/Consumer_behavior), and attitude-behaviour relationships.  Emotional intelligence (EI) or emotional quotient (EQ) is the capability of individuals to recognize their own, and other people's [emotions](https://en.wikipedia.org/wiki/Emotions), to discriminate between different feelings and label them appropriately, to use emotional information to guide thinking and behaviour, and to manage and/or adjust emotions to adapt environments or achieve one's goal.  Many contemporary personality psychologists believe that there are five basic dimensions of personality, often referred to as the"Big5" personality traits. The five broad personality traits described by the theory are extraversion, agreeableness, openness, conscientiousness and neuroticism.  Figure–ground (perception) Figure–ground organization is a type of perceptual grouping which is a vital necessity for recognizing objects through vision. In Gestalt psychology it is known as identifying a figure from the background.  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.  Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.  Workplace Spirituality or Spirituality in the Workplace is a movement that began in the early 1920s. It emerged as a grassroots movement with individuals seeking to live their faith and/or spiritual values in the workplace.  Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.  Types of Organisational Change:  Structural change, Strategic change, process change, system and tool change and people change.  **PART-B** 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 theoretical framework for understanding organizational behaviour is presented by Durbin consisting of four core propositions, which are:   1. Organizational behaviour follows the principles of human behaviour. 2. Organizational behaviour is situational. 3. Organizational behaviour is based on system approach. 4. Organizational behaviour represents a constant interaction between structure and process variables.   1. Organizational behaviour follows the principles of human behaviour:  Human beings in the organization are governed by the same physiological mechanisms both on and off the job. Internal mechanism s provide people an extra spurt of the appropriate harmony during times of stress, whether this stress is job or non – job related. Similarly, people at work are governed by the same psychological principles both inside and outside organizational life. Organizational behaviour is human behaviour in a particular setting.  2. Organizational Behaviour is situational:  Psychologists and other behvaioural scientists have emphasized for years that individual is a function of the interaction between personal characteristics of the individual and environmental variables. In order to understand a person’s behaviour, the pressures placed upon him in a given situation must be understood. Aggressive behvaiour, for example, surfaces when a normally calm individual is forced into constant and close physical proximity with other people.  Pigors and Myres developed the concepts of situational thinking. Their analysis suggests that four situational variables are basic for anyone responsible for getting results accomplished through people.  3. Organizational Behaviour is based on system approach:  Systems thinking are an integral part of modern organization theory. Organizations are viewed as complex systems consisting of inter – related and inter – locking sub – systems. Changes in any one part of the system has both known and unknown consequences in other parts of the system. When modifications in the system lead to desired, positive consequences, they are called functions. Unintended consequences in response to modification in the systems are called dysfunctions. According to the system point of view, every inter – action has both functions and dysfunctions.  4. Organizational Behaviour represents a constant interaction between structure and process variables:  Structure refers to organizational design and position. Process refers to what happens, with or without the structure. A retail store may use both formal advertising and public relations functions (structure) to help build its image in the community. However, most of the store’s image is formed by words of mouth from satisfied and dissatisfied customers and employees.  Processes emerging within a group or organization are often evident only after they are heading towards completion. It is almost structural requirement in any organization that managers deal with the discontents of their people, yet employees sometimes find other processes for handling them.  **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.  Myers-Briggs Type Indicator (MBTI) is a personality test designed to assist a person in identifying some significant personal preferences. Katharine Cook Briggs and her daughter Isabel Briggs Myers developed the Indicator during World War II, and its criteria follow from Carl Jung's theories in his work Psychological Types.  The Indicator is frequently used in the areas of pedagogy, group dynamics, employee training, leadership training, marriage counseling, and personal development.  Academic psychologists have criticized the indicator in research literature, claiming that it "lacks convincing validity data" and that it is an example of the former effect.  The registered trademark rights in the phrase and its abbreviation have been assigned from the publisher of the test, CPP, Inc., to the Myers-Briggs Type Indicator Trust.  **Maslow’s Hierarchy of Needs:** Abraham Maslow thought that a person’s motivational needs can be arranged in a hierarchical manner. In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate. The next higher level of need has to be activated in order to motivate the individual Maslow identified five levels in his need hierarchy.  Self - actualization  Esteem Needs  Love Needs  Safety Needs  Physiological Needs  **Fig.14 Maslow’s hierarchy of Needs**  **1. Physiological needs:** The needs of hunger, thirst, sleep and sex are physiological needs. According to the theory, once these basic needs are satisfied, they no longer motivate.  **2. Safety needs:** Maslow stressed emotional as well as physical safety. The whole organization may become a safety – seeking mechanism. For example, membership in a trade union is a safety need. Once these safety needs are satisfied, they no longer motivate.  **3. Love needs:** Maslow’s use of the word love has many misleading connotations, such as sex, which is actually a physiological need. Perhaps a more appropriate word describing this level would be belongingness or affiliation. Membership in formal and informal work groups is a belongingness need.  **4. Esteem needs:** The esteem level represents the higher needs of humans. The needs for power, achievement, and status can be considered to be part of this level.  **5. Needs for self – actualization:** This level represents the culmination of all the lower, intermediate, and higher needs of humans. People, who have become self – actualized, are self fulfilled and have realized all their potential. Self – actualization is the person’s motivation to transform perception of self into reality.  The five stage group-development model suggests that all groups go through distinct stages in their overall development. These five stages are:   * Forming stage * Storming stage * Norming stage * Performing stage * Adjourning stage  Forming stage: This is the first stage of group formation. At this stage, there is a degree of uncertainty about the group, individual relationships may be new, and standard and accepted approaches and behaviors are generally unclearStorming stage: The second stage of group development is the storming stage. As suggested by the word “storm”, there is some potential conflict involved between the individual members. This conflict usually occurs because individual views and approaches need to be aligned with overall group thinking. Occasionally there are very dominant individuals who want to make all the decisions, but in a relatively equal group this is unlikely to be agreed by all its members.Norming stage: The norming stage occurs when the group finally settles into some sort of agree pattern of behavior and decisions. This is after the conflict has been resolved from the storming stage (perhaps not to everyone satisfaction), but sufficiently enough for the group to go forward on a consistent basis with an agreed plan and approach to their operations.Performing stage: The performing stage of group-development is when the group is focused on getting the job done. At this stage, the team’s focus passes to the actual activities and tasks required. The individuals of the group are keen to move forward and complete the objective.Adjourning stage: The final stage of group development relates to temporary teams and groups, where there is an end to the group and the individuals stop being a group. Fred E. Fiedler’s contingency theory of leadership effectiveness was based on studies of a wide range of group effectiveness, and concentrated on the relationship between leadership and organizational performance. This is one of the earliest situation-contingent leadership theories given by Fiedler. According to him, if an organization attempts to achieve group effectiveness through leadership, then there is a need to assess the leader according to an underlying trait, assess the situation faced by the leader, and construct a proper match between the two. Leader’s trait In order to assess the attitudes of the leader, Fiedler developed the ‘least preferred co-worker’ (LPC) scale in which the leaders are asked about the person with whom they least like to work. The scale is a questionnaire consisting of 16 items used to reflect a leader’s underlying disposition toward others. The items in the LPC scale are pleasant / unpleasant, friendly / unfriendly, rejecting / accepting, unenthusiastic / enthusiastic, tense / relaxed, cold / warm, helpful / frustrating, cooperative / uncooperative, supportive / hostile, quarrelsome / harmonious, efficient / inefficient, gloomy / cheerful, distant / close, boring / interesting, self-assured / hesitant, open / guarded. Each item in the scale is given a single ranking of between one and eight points, with eight points indicating the most favorable rating.   |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Friendly** |  | | | | | | | | **Unfriendly** | | **8** | **7** | **6** | **5** | **4** | **3** | **2** | **1** |   Fiedler states that leaders with high LPC scores are relationship-oriented and the ones with low scores are task-oriented. The high LPC score leaders derived most satisfaction from interpersonal relationships and therefore evaluate their least preferred co-workers in fairly favorable terms. These leaders think about the task accomplishment only after the relationship need is well satisfied. On the other hand, the low LPC score leaders derived satisfaction from performance of the task and attainment of objectives and only after tasks have been accomplished, these leaders work on establishing good social and interpersonal relationships. Situational factor According to Fiedler, a leader’s behavior is dependent upon the favorability of the leadership situation. Three factors work together to determine how favorable a situation is to a leader. These are:   * **Leader-member relations -** The degree to which the leaders is trusted and liked by the group members, and the willingness of the group members to follow the leader’s guidance * **Task structure -** The degree to which the group’s task has been described as structured or unstructured, has been clearly defined and the extent to which it can be carried out by detailed instructions * **Position power -** The power of the leader by virtue of the organizational position and the degree to which the leader can exercise authority on group members in order to comply with and accept his direction and leadership   **Effective teams:**  Teams can be made effective by providing trainings and proper evaluation system.  Steps of Training: Evaluating system:   * Establish credibility Team Mission * Allow ventilation. Goal Achievement * Provide an orientation. Empowerment * Invest in the process Open & honest communication * Establish intra-group procedure Positive roles & norms * Establish inter-group processes. * Change the role of the trainer.   A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as sustained in the organization.   * **The culture decides the way employees interact at their workplace**. A healthy culture encourages the employees to stay motivated and loyal towards the management. * **The culture of the workplace also goes a long way in promoting healthy competition at the workplace**. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform. * Every organization must have set guidelines for the employees to work accordingly. **The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace**. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines. * No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. **The work culture goes a long way in creating the brand image of the organization**. The work culture gives an identity to the organization. In other words, an organization is known by its culture. * **The organization culture brings all the employees on a common platform**. The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best. * **The work culture unites the employees who are otherwise from different back grounds**, families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace. * Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional. * Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work. * **The work culture promotes healthy relationship amongst the employees**. No one treats work as a burden and moulds himself according to the culture. * **It is the culture of the organization which extracts the best out of each team member**. In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.   **Characteristics of Culture:**   * Individual initiative * Identity * Stability and control * Integrity * Objective * Management assistance * Risk tolerance * Conflict resolution * Communication system * Reward system   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 favourable. 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.  **Various Personality Tests:**   * Observation method * Interview method * Case history method * Personality inventories * Projective method * Rorschach Ink Blot Test * Thematic Appreciation Test (TAT)  Forcefield Analysis - Kurt Lewin’s model Sociologist Kurt Lewin developed a 'force field analysis' model (1951) which describes any current level of performance or being as *a state of equilibrium between the driving forces that encourage upward movement and the restraining forces that discourage it*. Essentially this means that a current equilibrium exists because the forces acting for change are balanced by the forces acting against change.  The driving forces are (usually) positive, reasonable, logical, and conscious and economic. The restraining forces are (usually) negative, emotional, illogical, unconscious and social/psychological.  Both sets of forces are very real and need to be taken into account when dealing with change, or managing change, or reacting to change.  **Force field Analysis**  **restraining forces (against change)**      **current equilibrium**  **driving forces (for change)**  Increasing the driving forces is not enough for change, as the restraining forces remain in place, and as long as they remain in place it becomes harder to use the driving forces. An analogy is when you push against a spring; the more you push, the harder it becomes and as soon as you stop pushing the spring reverts to its previous position (after having sprung past that point). Therefore unless both the driving and restraining forces are balanced a kind of yo-yo effect results; a change and then a reversion back, and then a change, and then a reversion back, and then a change, et cetera, et cetera. It’s important to note that the restraining forces may not be conscious – i.e. they should not be regarded as being deliberate attempts to subvert change (although they may be).  Lewin suggested that change would be easier and longer lasting if the forces against change were reduced, rather than the forces for change being increased.  Lewin suggested that modifying the forces which maintain the status quo may be easier than increasing the forces for change. |  |