

Answer key_Internal Assessment Test - 2

Sub:	Management & Organizational Behaviour						Code:	20MBA11		
Date:	20/04/22	Duration:	90 mins	Max Marks:	50	Sem :	I	Branch:	MBA	
								Marks	OBE	
									CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)										
1 (a)	<p>What do you mean by organizational behavior? We can define the term organization as two or more individuals who are interacting with each other within a deliberately structured set up and working in an interdependent way to achieve some common objectives. Behaviour is a function of the person and the environment, or B = f (P, E). Next, let's examine the person in an organisational environment. Organizational behavior is the academic study of how people interact within groups. The principles of the study of organizational behavior are applied primarily in attempts to make businesses operate more effectively.</p>						[03]	CO2	L1	
(b)	<p>Discuss the importance of organizational behavior. Importance of Organisational Behaviour The need and importance of organizational behavior are as under:</p> <ol style="list-style-type: none"> 1. Skill Improvement Study of Organizational Behavior helps to improve skills. This includes the ability of employees and use of knowledge to become more efficient. 2. Understanding Consumer Buying Behavior It is also an important part to improve the marketing process by understanding consumer buying behavior. 3. Employee Motivation Organizational Behavior (OB) helps to understand the basis of Motivation and different ways to motivate employees properly. 4. Nature of Employees Understanding of personnel and employee nature is important to manage them properly. 5. Anticipating Organizational events 						[07]	CO2	L2	

The scientific study of behaviour helps to understand and predict organisational events.

6. Efficiency & Effectiveness

Study of organizational behaviour helps to increase efficiency and effectiveness of the organisation

7. Better Environment of Organisation

OB helps to create a healthy, ethical and smooth environment in an organisation.

8. Optimum or Better Utilization of Resources

Study of OB helps to understand employees and their work style and skill better way.

9. the Goodwill of organization

Organizational Behavior helps to improve Goodwill of organization.

(c) **Briefly discuss the models of organizational behavior.**

[10]

CO3

L2

Models of organizational behavior

There are four major models or frameworks that organizations operate out of:

Autocratic - The basis of this model is power with a managerial orientation of authority. The employees in turn are oriented towards obedience and dependence on the boss. The employee need that is met is subsistence. The performance result is minimal.

Custodial - The basis of this model is economic resources with a managerial orientation of money. The employees in turn are oriented towards security and benefits and dependence on the organization. The employee need that is met is security. The performance result is passive cooperation.

Supportive - The basis of this model is leadership with a managerial orientation of support. The employees in turn are oriented towards job performance and participation. The employee need that is met is status and recognition. The performance result is awakened drives.

Collegial - The basis of this model is partnership with a managerial orientation of teamwork. The employees in turn are oriented towards responsible behavior and self-discipline. The employee need that is met is self-actualization. The performance result is moderate enthusiasm.

Although there are four separate models, almost no organization operates exclusively in one. There will usually be a predominate one, with one or more areas over-lapping in the other models.

2 (a) **What do you mean by attitude?**
Attitudes constitute an important psychological attribute of individuals which shape their behaviour.
 Schermerhorn have defined attitude as a “**predisposition to respond in a positive and negative way to someone or something in one’s environment**”.
 When a person say that he likes or dislikes something in one’s environment.

The attitude is the evaluative statements or judgments concerning objects, people, or events. More precisely attitudes can be defined as a persistent tendency to feel and behave in a particular way toward some object which may include events or individuals as well.

[03]	CO4	L1
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(b) **Briefly discuss the process of attitude formation.**
Attitude Formation

Sources of attitude

The attitudes are acquired from the following sources-

- **Direct personal experience** – person’s direct past experience with the object determines his attitude towards the object.
- **Association-** a new attitude object may be associated with an old attitude object and the attitude towards the older one may be transferred towards the new one.
- **Social learning-**attitude also learn from the member of society like parents ,teachers superior etc.

Formation of Attitude-

From the above three ways we con learn the attitude but type attitude which ultimately developed is depend on the following factor

- **Psychological factor-** Psychological factor like perception ,ideas, values etc done a crucial role in determining a person’s attitude.
- **Family factor-**during initial stage of life ,a person spend time with his family he learn from the family members who provide him ready made attitudes on a variety of issues like education, health religion

[07]	CO4	L2
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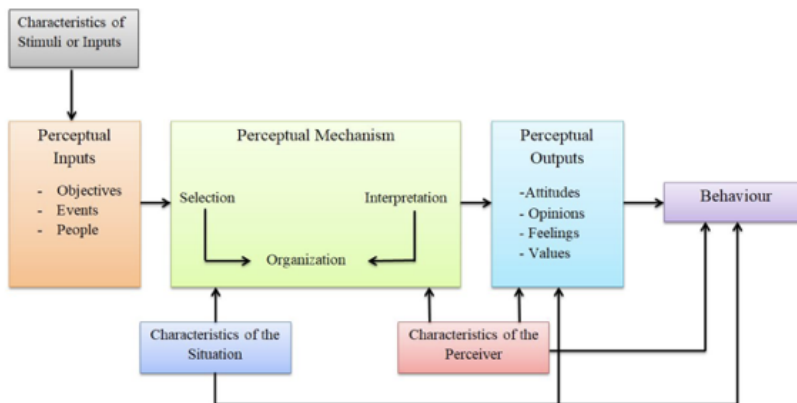
- **Social factor-** societies differ from each other in terms of languages ,culture, norms etc . All of which influence a person's attitude
- **Organizational factor-** employee spend a major part of his life in the institution in which he works. Thus organizational factor such as, fellow worker, office layout, monetary rewards etc play an important role in shaping the attitude of a person.
- **Economic factor-** economic status of a person play an important role in forming attitude towards some issues like pleasure , work, marriage, working woman etc. because these issues are directly related with the economic status of a person.
- **Political factor-** politics play an important role in the administration of a country. political factor such as ideology of political parties, political stability affect attitude of a person.

(c) **Briefly discuss the process of perception.**

[10]

CO4

L2



Component of perceptual process

Input –The perceiver come across information, object events, people, etc. in the environment .These serves as the input of the perceptual process.

Perceptual mechanisms- When the perceiver receive information he tries to process it through the sub process of selection, organization and interpretation. Thus, the mechanisms of perception are selection, organization and interpretation.

Perceptual selection-It takes account of only those stimuli that are relevant and appropriate for an individual.

Perceptual Organization-It is concerned with shaping the perceived inputs and covering them in to meaningful shape.

Perceptual interpretation-It deals with inferences drawn from observed meaning from perceived event or object.

Output- As a result of perceptual process, the output which the individual gets are change in attitude, opinions , beliefs, feelings, etc.

Behaviour- The perceiver behaviour is shaped by the perceived output. The perceiver’s behaviour generates responses depending upon the situation and these responses further give rise to anew set of inputs.

3 (a) **Define group dynamics?**

Group dynamics deals with the attitudes and behavioural patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups.

Group dynamics is relevant to groups of all kinds – both formal and informal. In an organizational setting, the term groups are a very common and the study of groups and group dynamics is an important area of study

[03]

CO2

L1

(b) **Briefly discuss the eight Cs for team building.**



[07]

CO2

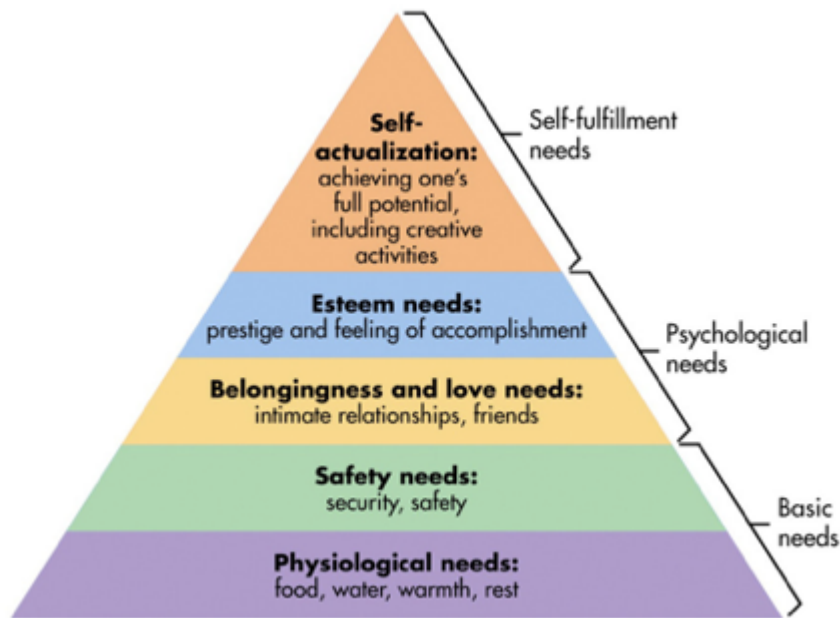
L2

(c) **Discuss “Maslow- Hierarchy Need Theory”.**

[10]

CO4

L2



Part B - Compulsory (01*10=10 marks)

4 Mohan Das is a Supervisor of a busy Clerical Section in a Bank since 6 months. He has six clerks under his Supervision, one Senior and five Juniors. Each Junior clerk has different regular banks to perform, which are interlinked and each of which is understood by the Senior Clerk. Mohan Das Supervises the output of all the staff very closely, so that they joke about it to the Senior clerk and complain to each other about Mohan's constant attention. All the clerks complete their day's work between 4:30 p.m. and 5.00 p.m. Mohan On the other hand rarely finishes his work before 6:30 p.m. and also has little time for lunch, because he is so busy checking the work of his subordinates as well as completing his own work. Recently, the section has a bad time, when Mohan was off his work due to illness. The Senior clerk was deputed to Mohan's position, but could not manage the work of the section effectively. On the return of Mohan back to work, the Manager of the section complained to Mohan regarding the ineffective performance and his inefficient team. The Manager gave a negative feedback about the section and the consequences of the ineffective Management and disorganization. But Mohan felt he worked hard and could not understand where things went wrong.

Q. Identify the problem in the case and Recommend suitable [10] changes to avoid such situations in the future.

CO3	L4

Course Outcomes	P O 1	P O 2	P O 3	P C 4	P O 5
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CO1:	Gain practical experience in the field of Management and Organization Behaviour					
CO2:	Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour	1a,1b	3a,b			
CO3:	Apply managerial and behaviour knowledge in real world situations. .	1c		4a,b		
CO4:	Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality.	2a,b,c	3c			
CO5	Understand and demonstrate their exposure on recent trends in management.					

Cognitive level	KEYWORDS
L1	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5	grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

PO1–Theoretical Knowledge; PO2–Effective Communication Skills; PO3–Leadership Qualities; PO4 –Sustained Research Orientation; PO5 –Self-Sustaining Entrepreneurship

CCI

HOD

