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CMRIT

Internal Assesment Test – I

Sub:	Principles of Management & Organisational Behaviour					Code:	22MBA11
Date:	18.05.2023	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)	Define Organisational Behaviour. is an applied behavioral science that emerged from the disciplines of psychology, sociology, anthropology, political science, and economics. OB is the study of individual and group dynamics within an organization setting	[03]	CO1	L1
(b)	Discuss any four types of personality. Openness. People high in openness are more likely to be creative thinkers and enjoy taking on new activities and challenges. ... Conscientiousness. People high in conscientiousness are good at planning ahead, organizing details, and meeting deadlines. ... Extraversion. ... Extraversion describes individuals in terms of their tendency to be the center of attention in social interactions, whereas agreeableness classifies individuals as more (vs. less) helpful and responsive to others' needs	[07]	CO3	L2
(c)	Recite the organizational behaviour models. The Autocratic Model. Also known as the Authoritarian Model, this model's fundamental level is power Custodial model. The custodial model provides for employees' dependence on organisation rather than dependence on their boss. The model emphasizes economic reward, security, organisational dependence, and maintenance factors. The custodial approach leads to employee dependence on the organisation. Supportive model. The supportive model of organisational behaviour seeks to create supportive work environment and motivate employees to perform well on their job. The basis of this model is leadership with a managerial orientation of support. The supportive model depends on leadership instead of power or money. Collegial model. This scheme develops the structure of an organization in such a way that there are no bosses or subordinates; instead, all employees work as colleagues on a team. Each of the employees has to participate and coordinate with each other to achieve the target rate. System model An emerging model of organizational behavior is the	[10]	CO4	L1

system model. This model is based on trust, self-motivation, and the performance results will be more than expected, because employees will be committed to do their tasks as expected, and as well as organizational goals.

2 (a) Associate trait theory.   [03] CO3 L1

trait theory proposes that the leader and leaders' traits are central to an organisation's success. The assumption here is that finding people with the right traits will increase organisational performance. Trait theory focuses exclusively on the leader and neglects the follower.

(b) Differentiate Sigmund Freud's 'The Id', 'The Ego' and 'The Super Ego theory'.   [07] CO3 L2

According to Freud's psychoanalytic theory, the id is the primitive and instinctual part of the mind that contains sexual and aggressive drives and hidden memories, the super-ego operates as a moral conscience, and the ego is the realistic part that mediates between the desires of the id and the super-ego.

(c) Demonstrate the elements of perception.   [10] CO3 L3

Perception includes the five senses; touch, sight, sound, smell, and taste. It also includes what is known as proprioception, which is a set of senses that enable us to detect changes in body position and movement. Many stimuli surround us at any given moment.

Perception is a process of sensory organs. The mind gets the information through the five sense organs, i.e., eyes, nose, ears, tongue, and skin.

The stimulation comes to the organs through action, written messages, oral communication, taste, touch, etc. The perception starts with the awareness of these stimuli. Recognising these stimuli takes place only after paying attention to them. These message are then translated into action.

Following are the **elements of perception (subprocesses or components)**:

Stimuli: The receipt of information is the stimulus which results in sensation. Knowledge and behaviour depend on senses and their stimulation. These senses are influenced by a larger number of stimuli. The family, social and the economic environment are important stimuli for the people. The physiological and psychological functions are impact of these stimuli. The intensive and extensive forms of stimuli have a greater impact on the sensory organs. The physical work environment, socio-cultural environment and other factors have certain stimuli to influence the employee's perception.

In organisational settings, the supervisor may form the stimulus situation for the worker's perceptual process.

Attention: The stimuli that are paid attention depend purely on the people's selection capacity and the intensity of stimuli. Educated employees pay more attention to any stimuli, for example, announcement of bonus, appeal for efficiency, training, and motivation. The management has to find out suitable stimuli, which can appeal to the employees at the maximum level. An

organisation should be aware of all those factors, which affect the attention of the employees. During the attention process, sensory and neural mechanisms are affected and the message receiver becomes involved in understanding the stimuli. Taking employees to the attention stage is essential in an organisation for making them behave in a systematic and required order.

Recognition: The messages or incoming stimuli are recognised before they are transmitted into behaviour. Perception is a two-phase activity, i.e., receiving stimuli and translating the stimuli into action. The recognition process is dependent on mental acceptability. For example, if a car driver suddenly sees a child in front of his running car, he stops the car. He recongises the stimuli, i.e., the life of the child is in danger. His mental process recognises the danger after paying attention to the stimuli. If he does not attention to the stimuli, he cannot recognise the danger. After recognising the stimuli, he translates the massage into behaviour.

Translation: The management in an organisation has to consider the various processes of translating the message into action. The employees should be assisted to translate the stimuli into action. For example, the announcement of bonus should be recognised as a stimulus for increasing production. The employee should translate it into appropriate behaviour. In other words, they should be motivated by the management to increase productivity.

Behaviour: Behaviour is the outcome of the cognitive process. It is a response to change in sensory inputs, i.e., stimuli. Perceptual behaviour is not influenced be reality, but is a result of the perception process of the individual, his learning and personality, environmental factors and other internal and external factors at the workplace. The psychological feedback that may influence the perception of an employee may be superior behaviour, his eye movement, raising of an eyebrow, the tone of voice, etc. The behaviour of employees depends on perception, which is visible in the form of action, reaction or other behaviour. The behavioral termination of perception may be overt or covert. The perception behaviour is the result of the cognitive process of the stimulus which may be a message or an action situation of management function. Perception is reflected in behaviour, which is visible in different forms of employees' action and motivation.

Performance: Proper behaviour learns to higher performance. High performers become a source of stimuli and motivation to other employees. A performance-reward relationship is established to motivate people.

Satisfaction High performance gives more satisfaction. The level of satisfaction is calculated with the difference in performance and expectation. If the performance is more than the expectation, people are delighted, but when performance is equal to expectation, it results in satisfaction. On the other hand, if performance is less than the expectation, people become frustrated and this requires a more appealing form of stimulus of developing proper employee work behaviour and high performance. It is essential to understand the factors that influence the perception process and mould employees' behaviour towards the corporate objectives and self-satisfaction.

3 (a)	Tell the meaning of attitude.	[03]	CO3	L1

a particular feeling or way of thinking about something or the position of something in relation to the object

(b) Determine the Herzberg's Two factory theory of motivation. [07] CO3 L3

In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

MOTIVATORS

Satisfaction   No Satisfaction

HYGIENE FACTORS

No Dissatisfaction   Dissatisfaction

Herzberg classified these job factors into two categories-

1. **Hygiene factors-** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent/if these factors are non-existant at workplace, then they lead to dissatisfaction.

   In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work.

   Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

   o   **Pay:** The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.

   o   **Company Policies and administrative policies:** The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.

- o **Fringe benefits:** The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.
- o **Physical Working conditions:** The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- o **Status:** The employees' status within the organization should be familiar and retained.
- o **Interpersonal relations:** The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- o **Job Security:** The organization must provide job security to the employees.

2. **Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance.

These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- o **Recognition:** The employees should be praised and recognized for their accomplishments by the managers.
- o **Sense of achievement:** The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- o **Growth and promotional opportunities:** There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- o **Responsibility:** The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- o **Meaningfulness of the work:** The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

(c) Experiment any four models of team effectiveness. [10] CO4 L3
Rubin, Plovnick, and Fry& GRPI Model of Team Effectiveness

This model of team effectiveness was proposed by Rubin, Plovnick, and Fry as early as 1977. It is also known by the acronym GRPI, which stands for Goals, Roles, Processes, and Interpersonal Relationships. Represented as a pyramid diagram, this model outlines four parts teams need to be effective:

1. Goals: Well-defined objectives and desired results, plus clearly communicated priorities and expectations
2. Roles: Well-defined responsibilities and acceptance of a leader
3. Processes: Clear decision-making processes as well as work procedures
4. Interpersonal relationships: Good communication, trust, and flexibility

Because of its simplicity, the GRPI model is great when starting a team or when encountering a team-related problem with an unknown cause.

The Katzenbach and Smith Model

After studying teams across several companies and their various work challenges, authors Jon Katzenbach and Douglas Smith unveiled this team effectiveness model in 1993. Their book, lays out their model of efficient teams in a triangular diagram with the three points representing the larger deliverables of any team: collective work products, performance results, and personal growth. To reach these goals, productive teams must have three necessary components. These make up the sides of the triangle:

☐ Commitment: Teams are committed when they have a meaningful purpose, specific goals, and a common approach to their work

☐ Skills: Team members need skills in problem-solving, technical skills to accomplish their craft, and interpersonal skills to enhance teamwork

☐ Accountability: Team members must have personal and mutual accountability

The T7 Model of Team Effectiveness

In 1995, Michael Lombardo and Robert Eichinger developed the T7 Model to define the factors that affect team effectiveness. They identified five internal and two external factors, all starting with hence the name.

The internal team factors are:

☐ Thrust: A common objective or goal
☐ Trust: The knowledge that your team has your back
☐ Talent: Skills to do the job
☐ Teaming skills: The ability to function as a team
☐ Task skills: The ability to execute tasks

The external team factors are:

☐ Team leader fit: Whether the leader works well with the team
☐ Team support from the organization: How the organization enables the team to work

For a team to be high-performing, all five internal factors must be present. However, no matter how complete the internal factors are, if leadership and organizational support are lacking, effectiveness will be hampered.

The LaFasto and Larson Model

Authors Frank LaFasto and Carl Larson proposed a model in 2001 called Five Dynamics of Teamwork and Collaboration.They gathered insights from investigating 600 teams across various industries to answer the question, What is an effective team?

The resulting model features five layers or components that increase the likelihood of team effectiveness:

☐ Team member: What are their skills and behaviors? Picking the right person is the first step.

☐ Team relationships: The right behavior in a team builds healthy working relationships between its members.

☐ Team problem-solving: Good team relationships make it possible to work together to solve problems.
☐ Team leadership: The right leadership enhances a team success.
☐ Organization environment: The right processes and company culture in an organization promote commitment from teams.

The Hackman Model of Team Effectiveness

Richard Hackman proposed an effectiveness model teams to work together successfully study of analytic teams in the U.S. intelligence community confirms the validity and effectiveness of these five conditions:

1. Being a real team as opposed to a nominal team: Effective teams have a boundary that delineates who is a part of the team, the members are interdependent, and membership is typically stable.
2. Having a compelling direction that everyone works toward: This means setting goals that are clear, challenging, and of sufficient consequence to motivate team members to strive together.
3. Having an enabling structure that allows for teamwork: The teams structure — its conduct and the way it organizes and works on its tasks — has to enable teamwork and not impede it. For example, if only one person gets to approve the work of 20 people, then that structure is hampering the team effectiveness.
4. Having a supportive context within the organization that allows the team to work efficiently: This means the team receives adequate resources, rewards, information, and the cooperation and support needed to do their work.
5. Having expert coaching and guidance available to the team: Effective teams in business are those with access to a mentor or a coach who can help them through issues.

Part B - Compulsory (01*10=10 marks)			
4			
Oranges Travels for Comfort operate fleet of buses to and from Karnataka to different parts of Karnataka, Andhra Pradesh and Tamilnadu. The crew members are from different states with different culture. The management of Organges Travels for Comfort receive complaints from the crew members that they are driving long distances but the pay and allowances are not matching the risk they take in every drive. They demand such measures to gain job satisfaction in job. (a)Outline how to motivate the crew members. [05] Due to different behavior dynamics operating in the work place and also the strenuous job of long distance driving, pay and allowances should be revised like offering incentives apart from pay and other allowances, insurance and other safety hazards are to be taken into account by group insurance policy etc. (b)Infer the hygiene factors in this case. [05]	[ ]	CO4	L4
Salary, pay and allowances, work condition, company policy	[ ]	CO4	L4

Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5
CO1:	Gain practical experience in the field of Management and Organisational Behaviour	1(a)				
CO2:	Acquire conceptual knowledge of management, various functions of Management and theories in OB.					
CO3:	Comprehend and apply management and behavioural models to relate attitude, perception and personality.	1(b)	2(a) 2(b) 2(c)	3(a) 3(b)		
CO4:	Analyse the recent trends in Management and OB models.	1(c)	4(a) 4(b)	3(c)		

Cognitive level	KEYWORDS
L1 - Remember	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2 - Understand	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3 - Apply	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4 - Analyze	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5 - Evaluate	asses, decide, choose, rank, grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6 - Create	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*

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