

$a = \frac{t}{N_p} (1-t)$

Arindam

BBA 3rd Sem.

Total number of printed pages-4

47 (3) ORBH 3-1

2010

ORGANISATIONAL BEHAVIOUR

Paper : 3-1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Fill in the blanks :

1×10=10

(a) OB is a _____ science. (positive / normative).

(b) In _____ model of OB, managerial orientation is towards power. (Actocratic / custodial).

(c) The behaviour which is non-observable or measurable is known as _____ behaviour. (overt / covert)

Contd

- (d) _____ is the way individuals define themselves as to who they are and derive their sense of identity. (Self-concept / Self-esteem).
- (e) Johari window model of level of self awareness was developed by _____. (Murray and Morgan / Harrington Inghan)
- (f) _____ conflict arises out of the interaction of various groups. (Intragroup / Intergroup).
- (g) Social learning theory emphasizes the ability of an individual to learn by _____. (discussing with others / observing others)
- (h) _____ groups are created and maintained to fulfil specific needs or tasks which are related to the total organisation mission. (Formal / Informal).
- (i) _____ is a prominent factor which influences personality of an individual. (Biological factors / Economic condition of a nation).
- (j) _____ is a benefit of transactional analysis. (Developing positive thinking / Developing negative thinking).

2. Answer the following : $2 \times 5 = 10$

- (a) Define OB.
- (b) What is a sick personality ?
- (c) Mention the different types of ego states as used in transactional analysis.
- (d) What is group dynamics ?
- (e) What do you understand by organizational culture ?

3. Answer *any four* of the following : $4 \times 5 = 20$

- (a) Explain in brief the role played by OB.
- (b) What do you understand by learning ? How will you differentiate between positive and negative reinforcers ?
- (c) What is Transactional Analysis ? State *three* benefits of Transactional Analysis.
- (d) State the factors which affects group behaviour.
- (e) Why does intergroup conflict arise ? What are its consequences ?
- (f) What are the various factors which affect attitude formation ?

4. Answer *any five* of the following : $5 \times 8 = 40$

Total No.

- (a) Give a brief description about the various disciplines contributing to OB.
- (b) Define perception and explain the perception process.
- (c) Explain in brief the different types of groups.
- (d) Explain the term conflict. Are conflict functional or dysfunctional ?
- (e) What is meant by participation ? What are the advantages and limitations of workers' participation ?
- (f) What is the concept of values ? What are the factors which determine value formation ?
- (g) How does organisational culture affect different aspects of organisational functioning ? How can an organisation develop sound culture ?
- (h) What is the concept of effective team ? Discuss the process of building an effective team ?

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2012

ORGANISATIONAL BEHAVIOUR

Paper – 3.1

Full Marks – 80

Time – Three hours

The figures in the margin indicate full marks for the questions.

1. Fill in the blanks : 1×10=10
- (a) OB is called an applied behavioural ——
(Science / Commerce)
 - (b) Reinforcement plays a central role in the —— process. (Learning / Behaviour)
 - (c) Opinions are expressions of —— (Attitudes / Values)
 - (d) —— is one of the major psychological factors affecting the human behaviour (Personality / Intelligence)

[Turn over

- (e) ——— refers to the tendency of judging people on the basis of a single trait.
(Halo effect / Stereotyping)
- (f) ——— is an important aspect of Transactional Analysis. (Stroking / Motivation)
- (g) ——— theory is based on reward cost outcomes of interactions. (Exchange / Balance)
- (h) Organisations which are conservative in nature, generally ——— changes. (Resist / Accept)
- (i) ——— has identified five stages in a conflict episode (Pondy / Austin)
- (j) The role ——— techniques tries to clarify the role of individual members in an organisation.
(Analysis / Negotiation)

2. Answer the following :

2×5=10

- (a) Mention four determinants of OB.
- (b) What is Learning ?
- (c) Mention four different sources of values.
- (d) Define Personality.
- (e) What is an Informal Group ?

3. Answer any *four* of the following : $4 \times 5 = 20$

- (a) What are the contributing disciplines to OB ?
- (b) What are the principles of learning ?
- (c) What are the various components of Attitudes ?
- (d) How can perceptual skill be improved ? Explain.
- (e) Explain about the three Ego states under Inter Personal Behaviour.
- (f) How could a manager stimulate conflict in a department ?

4. Answer any *five* of the following : $5 \times 8 = 40$

- (a) Discuss about the role of OB in an organisation.
- (b) Explain various methods of measurement of Attitude.
- (c) What are the most common perceptual errors that you make ? How do you think you can rectify them ?
- (d) State the concept of Team. Suggest some steps for building team performance in an organisation.

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- (e) Define the terms 'Group' and 'Group Dynamics'. What are the different types of group ?
- (f) Define Organisational Culture. What are the steps involved to maintain organisational culture ?
- (g) Describe the process of organisational change and the factors that are important for it.
- (h) Discuss various personal factors which influence individual behaviour.

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2013

ORGANISATIONAL BEHAVIOUR

Paper : 3.1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions

1. Fill in the blanks : 1×10=10
- (a) There are four key elements of OB—People, structure, _____ and Environment.
(Technology / Organisation)
- (b) Positive reinforcement is a reward for desired _____. (Learning / Behaviour)
- (c) Values are one of the determinants of One's _____. (Opinion / Attitude)

Contd.

- (d) In the theory given by _____ there are eight developmental stages as we grow from childhood to a adulthood. (Erikson / Carl Roger)
- (e) Self _____ is a cognitive concept. (awareness / analysis)
- (f) A group is any collection of individuals who have mutually _____ relationships. (Dependent / Independent)
- (g) _____ is a diagram to look at One's personality including behaviours and attitude. (Joseph Window / Johari Window)
- (h) _____ theory is based on activities, interactions and sentiments. (Balance / Homan's)
- (i) Organisation cannot change the _____ environment but must change themselves to align with the environment. (Internal / External)
- (j) Job satisfaction is the extent of _____ feelings that individuals have towards their job. (Positive / Negative)

2. Answer the following :

2×5=10

- (a) Mention four models of OB.
- (b) Mention four important sources of acquiring attitude.
- (c) What is self Esteem ?
- (d) What are Group Norms ?
- (e) Define Organisational Culture.

3. Answer *any four* of the following :

4×5=20

- (a) Distinguish between Organisational Behaviour and Organisation Theory.
- (b) How can attitude be measured ?
- (c) What are the most common perceptual errors that you make ?
- (d) What are the benefits of TA ?
- (e) Mention some of the difficulties of Informal Groups.
- (f) What steps are involved to maintain organisational culture ?

4. Answer *any five* of the following : 5×8=

- (a) What are the major factors that determine individual behaviour ?
- (b) What do you understand by values ? What are the main characteristics of values ?
- (c) How will you determine the personality of a person ? Also explain the personality traits that have relevance from the point of view of OB.
- (d) Explain three ego states and various types of transactions between two persons with the help of suitable diagram.
- (e) Explain in detail the disadvantages of group decision making. How can these disadvantages be eliminated ?
- (f) What techniques can be used for effective team building ?
- (g) Explain and discuss the various stages of conflict in an organisation.
- (h) Describe various theories of personality.

MP (1-t)

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Arindam Chakraborty

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2014

ORGANIZATIONAL BEHAVIOUR

Paper : 3-1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Fill in the blanks : 1×10=10
 - (a) OB is nothing apart from the integration of _____ from different disciplines.
(knowledge / skill)
 - (b) Trait factor theory presents a quantitative approach to the study of _____.
(personality / learning)
 - (c) There are _____ types of groups which affect attitude formation in an individual. (four / three)

Contd.

- (d) Anger, Sadness, Fear & Enjoyment mainly related with _____. (Emotion / Value)
- (e) In every organisation, some _____ groups are created to serve organisational purpose. (Informal / Formal)
- (f) _____ conflict is the first stage in conflict episode as pointed by Pondy. (Latent / Felt)
- (g) Classical Organisation theory is built on an _____ model. (Accounting / Scientific)
- (h) Job enrichment helps in _____ the rates of employee turnover and absenteeism. (Increasing / Reducing)
- (i) _____ is an important aspect of Transactional Analysis (Stroking / Motivation)
- (j) The basic purpose of a _____ is a collective performance. (Work Team / Work Group).

2. Answer the following : $2 \times 5 = 10$

(a) Mention some of the key elements of Organisational Behaviour.

(b) Define Conflict.

(c) What is Inter Group Behaviour ?

(d) What is perception ?

(e) What is Life Position ?

3. Answer *any four* of the following : $4 \times 5 = 20$

(a) Discuss about the importance of value in the study of OB.

(b) Explain *any one* Learning theory.

(c) Explain about the application of T.A.

(d) What are the procedures of building and managing effective teams ?

(e) Define the term "Group Dynamic". Mention some of the important types of Group.

(f) Explain Brain Standings and state its advantages.

4. Answer *any five* of the following : $5 \times 8 = 40$

- (a) Explain about the various models of OB.
- (b) Discuss about the need to understand human behaviour in the context of OB.
- (c) Explain about the change agent in the process of organisational changes.
- (d) Discuss about the various steps involved to maintain organisational culture.
- (e) Discuss in details about the 'BIG FIVE' personality traits.
- (f) What techniques can be used for Empowerment and Participation of employee in an organisation ?
- (g) Distinguish between Group Behaviour and Team Behaviour.
- (h) Explain about some of the important barriers involved in changing attitudes.

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2016

ORGANISATIONAL BEHAVIOUR

Paper : 3.1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer as directed : $1 \times 10 = 10$

(a) OB emphasises on applied _____ in organisation. (Psychology/Behaviour)

(b) The Supportive Model of OB depends on _____ instead of power or money. (Motivation/Leadership)

(c) Positive reinforcement is a reward for desired _____. (Learning/Behaviour)

(d) A group is any collection of individuals who have mutually _____ relationship. (Dependent/Independent)

Contd.

(e) _____ are one of the determinants of one's attitude. (Value/Opinion) •

(f) Attitudes are acquired but not inherited. Write True or False. T

(g) Halo effect refers to the tendency of judging people on the basis of a _____, (Multiple Trait/Single Trait)

(h) Stroking is not an important aspect of Transactional Analysis. Write True or False. F

(i) _____ theory is based on reward cost outcomes of interactions. (Balance/Exchange)

(j) Change can be categorised as _____ Proactive change and _____ change. (Destructive/Reactive)

2. Answer the following : $2 \times 5 = 10$

(a) Mention *four* objectives of OB.

(b) What is Inter Group Behaviour?

(c) What is Self Esteem?

(d) What is Emotional Intelligence?

(e) Mention *four* sources of values.

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3. Answer **any four** of the following : $4 \times 5 = 20$

- (a) What are the procedures of building and managing effective teams?
- (b) Distinguish between Organizational Behaviour and Organizational Theory.
- (c) Mention some of the difficulties of Informal Group.
- (d) Distinguish between Work Groups and Work Teams.
- (e) What are the steps involved in managing the planned change?
- (f) How can attitude be measured?

4. Answer **any five** of the following : $5 \times 8 = 40$

- (a) Discuss various personal factors which influence Individual Behaviour.
- (b) Discuss how an understanding of attitudes is useful for the study of Organisational Behaviour.

- (c) Explain various factors that play an important role in determining the personality of a person.
- (d) State the concept of Change Agent. Discuss about the function of change agent in the process of Organisational Changes.
- (e) Explain and discuss the various stages of conflict in an organisation.
- (f) Discuss about the various steps involved to maintain organisational culture.
- (g) What do you mean by the term decision making? Discuss the characteristics and nature of decision making.
- (h) What are the characteristics of effective and high performance team?

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2017

ORGANISATIONAL BEHAVIOUR

Paper : 3.1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer as directed : $1 \times 10 = 10$
 - (a) OB is called an applied behavioural _____. (Management/Science)
 - (b) Reinforcement plays a Central role in the _____ process. (Learning/Behaviour)
 - (c) _____ are expressions of attitude. (Values/Opinions)
 - (d) Measurement of _____ is of paramount importance since it greatly influences managerial decisions. (Intelligence/Personality)

Contd.

- (e) Self _____ is a Cognitive Concept.
(Awareness/Behaviour)
- (f) Homan's theory is based on activities, interactions and _____. (Sentiments/Emotion)
- (g) Group Dynamics is concerned with the _____ of individuals in a face to face relationship. (Interaction/Nature)
- (h) The Organisation Culture does not start out of thin air, it has to be established.
(Write True **or** False)
- (i) Change means the alteration of *status quo* or making things different.
(Write True **or** False)
- (j) Different managers exhibit same styles as decisions makers.
(Write True **or** False)

2. Answer the following : $2 \times 5 = 10$

- (a) Mention *four* important sources of acquiring attitude.
- (b) What is perception?
- (c) What do you mean by Type A personalities?
- (d) What is "Transactional Analysis"?
- (e) What do you mean by Work Team?

3. Answer **any four** of the following : $4 \times 5 = 20$

- (a) Mention various models of OB.
- (b) Explain *any one* Learning Theory.
- (c) What are the benefits of TA ?
- (d) What are the features of Organisational Culture ?
- (e) What are the different sources of values ?
- (f) Discuss about the "BIG FIVE" personality traits.

4. Answer **any five** of the following :

$5 \times 8 = 40$

- (a) Define Organisational Behaviour. What are the features of Organisational Behaviour ?
- (b) What are the various implications of perception for management ? How does management affect perception of people in the organisation ?

- (c) Discuss the concept of life position. How can strokes be used to change the behaviour of people in an Organisation ?
 - (d) What is an informal group ? What are the different types of informal group ? Explain.
 - (e) What steps can be taken to reduce and resolve the conflict that is behavioural as well as structural in nature ?
 - (f) What do you mean by planned organisational change ? Give reasons for organisational change.
 - (g) Discuss about the techniques that can be used for effective team building.
 - (h) What do you understand by Emotional Intelligence ? Discuss about major components of Emotional Intelligence.
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2018

ORGANISATIONAL BEHAVIOUR

Paper : 3.1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer the following : $1 \times 10 = 10$

(A) Fill in the blanks :

- (i) A transaction, when the stimulus and response patterns from one ego state to another are parallel are known as _____.
(complementary transaction/non-complementary transaction)
- (ii) It is a desperate life position and this position is taken by people who lose interest in living _____.
(I am not O.K you are O.K/I am not O.K you are not O.K)

(iii) Cattell has identified _____
important personality traits.
(16/18)

(iv) The word stereotype was first
applied by Walter Lippmann in the
year _____. (1922/1920)

(v) _____ are expressions of attitude.
(Values/Opinions).

(B) State True **or** False :

(vi) OB is an interdisciplinary subject.

(vii) In a fixed-ratio schedule, rewards
are initiated after a constant
number of responses.

(viii) In Norming stage of group
formation, close relationship
among the members develop.

(ix) Conflicts that support the goals of
the group and improve its
performance are known as
functional conflicts.

(x) Unfreezing involves encouraging
individuals to discard old
behaviours by shaking up the
equilibrium state that maintains
status quo.

K d

Answer the following : **(any five)** $2 \times 5 = 10$

- (i) Write *any two* key elements of OB.
- (ii) What is Supportive Model of OB?
- (iii) State the meaning of Halo Effect.
- (iv) Write *two* points of distinction between Attitudes and Values.
- (v) State the meaning of Emotional Intelligence.
- (vi) What is Group Cohesiveness?
- (vii) What are Virtual Teams?

3. Answer the following : **(any four)**

- (i) Write the skills required for Cooperative Interpersonal Behaviour. 5
- (ii) Highlight *at least five* negative aspects of Group decision-making. 5
- (iii) Explain the modes or strategies for conflict resolution/management. 5
- (iv) State the meaning of Learning. Explain the features of Learning.
- (v) Discuss the ways through which perception can be improved. 5
- (vi) Explain the major contributing disciplines of OB. 5

4. Answer the following : *(any five)*

- (i) Explain *any four* reasons of Resistance to change. Discuss the Lewin's Change Model. 4+4=8
- (ii) Write *any two* differences between Conflict and Competition. Explain the major sources of conflict. 2+6=8
- (iii) State the meaning of Teams. Explain the different types of teams. 2+6=8
- (iv) Discuss the different techniques of Group decision-making. 8
- (v) What is Transactional Analysis? Explain the different types of Complementary and Non-complementary transaction. 2+6=8
- (vi) What is Reinforcement? Explain the schedules of reinforcement. 2+6=8
- (vii) Discuss the perceptual process. 8
- (viii) Write the major determinants of personality. Explain the various types of personality. 4+4=8