



**Model Answer
In-Sem Examination-I, Winter 2025**

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| Academic Year: 2025-2026 | Semester: I |
| Class: PG-1 | Program: MBA |
| Branch Code: 10 | Pattern: 2024 |
| Name of Course: Organizational Behaviour and Development | Course Code: 2410504 |

| Q. No. | Answer Details | Max. Marks |
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| Q.1. | <p>a) Define Organizational Behaviour. Write a detailed note on the nature and scope of Organizational Behaviour.</p> <p>Ans: Definition of Organizational Behaviour (OB)</p> <p>Organizational Behaviour (OB) is the study of human behaviour in organizational settings, the interface between human behaviour and the organization, and the organization itself. In simple terms, it helps us understand, predict, and control human behaviour at work.</p> <p>According to Stephen P. Robbins:</p> <p>“Organizational Behaviour is a field of study that investigates the impact that individuals, groups, and structures have on behaviour within organizations for the purpose of applying such knowledge toward improving an organization’s effectiveness.”</p> <p>Nature of Organizational Behaviour</p> <p>The nature of OB can be understood through the following characteristics:</p> <ol style="list-style-type: none">1. Interdisciplinary Approach: OB draws knowledge from psychology, sociology, anthropology, political science, and economics to understand human behaviour in organizations.2. Behavioral Science: It focuses on how people behave, think, and feel at work — emphasizing attitudes, motivation, leadership, and communication.3. Goal-Oriented: OB aims to improve organizational effectiveness by aligning employee behavior with organizational goals.4. Human-Centered: OB places people at the core — studying their needs, perceptions, and differences to make the organization more people-friendly.5. Dynamic Nature: Human behavior changes with time, technology, and environment; | [7] |



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| | <p>hence OB is not static but adaptive and evolving.</p> <p>6. Both Science and Art: OB is a science because it uses systematic knowledge and observation, and an art because it requires practical skill in applying that knowledge.</p> <p>7. Organizational Levels: OB operates at three levels:</p> <p style="padding-left: 40px;"><i>Individual level</i> – attitudes, personality, motivation.</p> <p style="padding-left: 40px;"><i>Group level</i> – leadership, communication, teamwork.</p> <p style="padding-left: 40px;"><i>Organizational level</i> – culture, structure, policies.</p> <p>Scope of Organizational Behaviour</p> <p>The scope of OB is vast and includes understanding all aspects of human interaction within organizations. The main areas are:</p> <ol style="list-style-type: none">1. Individual Behaviour:2. Group Behaviour:3. Organizational Structure4. Organizational Culture and Climate5. Motivation and Leadership6. Change and Development7. Communication and Decision-Making8. Conflict and Stress Management | |
| | <p>b) Explain Organisation behaviour need and importance in the modern business environment.</p> <p>Ans: Need for Organizational Behaviour:</p> <ol style="list-style-type: none">1. Understanding Human Nature: Every employee is different in personality, attitude, and motivation. OB helps managers understand these differences to manage people effectively.2. Improving Organizational Effectiveness: OB provides tools to improve communication, leadership, and teamwork—leading to better coordination and productivity.3. Adapting to Change: In today’s dynamic environment of technology, globalization, and competition, OB helps organizations manage change smoothly.4. Employee Motivation and Retention: By studying motivation theories and behavioral factors, OB helps retain talented employees and reduce turnover. | |



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| | <p>Importance of Organizational Behaviour in Modern Business:</p> <ol style="list-style-type: none">1. Enhances Productivity: Understanding employee needs and behavior leads to higher motivation and better performance.2. Promotes Teamwork: OB encourages cooperation, mutual respect, and healthy work relationships.3. Improves Decision-Making: Managers can make informed and human-centered decisions using OB insights.4. Develops Leadership and Communication: Effective leadership and clear communication are outcomes of good understanding of OB principles.5. Builds Positive Organizational Culture: OB helps in creating a supportive culture that promotes innovation, job satisfaction, and organizational commitment. | |
| <p>Q.2.</p> | <p>a) Write down characteristics and significance in achieving organizational goals.</p> <p>Ans: Characteristics of Organizational Behaviour:</p> <ol style="list-style-type: none">1. Systematic Study: OB is based on scientific methods, research, and observation rather than guesswork.2. Interdisciplinary Nature: It draws knowledge from psychology, sociology, anthropology, and management.3. Focus on Human Behaviour: OB studies individual and group behaviour within an organization.4. Goal-Oriented: The main aim of OB is to achieve organizational objectives by improving human relations and performance.5. Dynamic Nature: It adapts to changes in technology, workforce diversity, and global business trends.6. Applied Science: OB applies theoretical knowledge to solve real-life workplace problems. <hr/> <p>Significance of OB in Achieving Organizational Goals:</p> <ol style="list-style-type: none">1. Enhances Productivity: | <p>[8]</p> |



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| | <p>By understanding and motivating employees, OB helps increase efficiency and output.</p> <ol style="list-style-type: none">2. Improves Teamwork: Promotes cooperation, communication, and coordination among employees.3. Develops Leadership: Helps managers adopt effective leadership styles suited to their teams.4. Facilitates Change Management: OB prepares employees to accept and adapt to organizational changes smoothly.5. Boosts Job Satisfaction: A better understanding of employee needs leads to higher satisfaction and retention.6. Achieves Organizational Effectiveness: By aligning individual and group goals with organizational objectives, OB ensures success and long-term stability. | |
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| | <p>b) Explain the Autocratic, Custodial, Supportive, Collegial, and System Models with suitable examples.</p> <p>Ans: . Autocratic Model:</p> <ul style="list-style-type: none">• Basis: Power and authority.• Manager's Role: Manager acts as a boss who orders; employees must follow instructions.• Employee Orientation: Obedience and dependence on the boss.• Result: Minimum performance and low satisfaction.• Example: Early factory systems or military organizations where strict discipline is followed. <hr/> <p>2. Custodial Model:</p> <ul style="list-style-type: none">• Basis: Economic resources and security.• Manager's Role: Provides job security, salary, and benefits.• Employee Orientation: Employees become dependent on the organization for financial security.• Result: Passive cooperation but limited motivation for higher performance.• Example: Large corporations offering high pay and benefits (like government jobs or big banks). | |



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| | <p>3. Supportive Model:</p> <ul style="list-style-type: none"> • Basis: Leadership and support. • Manager’s Role: Encourages, guides, and supports employees in achieving goals. • Employee Orientation: Job performance and participation. • Result: Increased motivation, responsibility, and satisfaction. • Example: Modern IT companies like Google or Infosys that promote open communication and employee involvement. <hr/> <p>4. Collegial Model:</p> <ul style="list-style-type: none"> • Basis: Partnership and teamwork. • Manager’s Role: Acts as a team leader rather than a boss. • Employee Orientation: Employees see themselves as partners working toward a common goal. • Result: Self-discipline, team spirit, and strong commitment. • Example: Consultancy firms and creative industries where teamwork and shared responsibility are encouraged. <hr/> <p>5. System Model:</p> <ul style="list-style-type: none"> • Basis: Trust, community, and shared values. • Manager’s Role: Creates a caring and trust-based environment for continuous learning and development. • Employee Orientation: Employees are empowered and self-motivated to contribute. • Result: High morale, innovation, and organizational excellence. • Example: Modern organizations focusing on corporate culture, emotional well-being, and sustainability (like Google, Infosys, or Tata Group). | |
| <p>Q.3.</p> | <p>a) Explain the concept of personality in Organizational Behaviour.</p> <p>Ans: According to Stephen P. Robbins,</p> <p>“Personality is the sum total of ways in which an individual reacts to and interacts with others.”</p> <p>According to Gordon Allport,</p> <p>“Personality is the dynamic organization within the individual of those</p> | <p style="text-align: center;">[7]</p> |



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| | <p>psychological systems that determine his unique adjustment to his environment.”</p> <hr/> <p>Concept of Personality in OB:</p> <ol style="list-style-type: none">1. Individual Differences: Every employee has a unique personality that influences work style, communication, and relationships.2. Predicting Behaviour: By understanding personality, managers can predict how employees will respond to tasks, stress, and teamwork.3. Workplace Fit: Personality helps in selecting the right person for the right job — e.g., an extrovert may perform better in sales, while an introvert may prefer research roles.4. Motivation and Performance: Personality traits such as self-confidence, emotional stability, and conscientiousness affect motivation and job performance.5. Interpersonal Relations: Knowledge of personality aids in improving leadership, teamwork, and conflict resolution. | |
| | <p>b) Interpret how personality influences workplace behaviour.</p> <p>Ans: Personality plays a crucial role in determining how employees think, feel, and act in the workplace. It affects how people communicate, make decisions, handle stress, and interact with others — directly influencing organizational performance.</p> <p>1. Influence on Communication:</p> <ul style="list-style-type: none">• Extroverts are open, talkative, and good at networking, while introverts prefer working independently.• Example: Extroverted employees may perform well in sales or marketing roles that require interaction. <p>2. Influence on Teamwork and Relationships:</p> <ul style="list-style-type: none">• Personalities high in agreeableness and emotional stability promote cooperation and reduce conflicts.• Example: A calm and friendly personality helps in maintaining team harmony. <p>3. Influence on Job Performance:</p> <ul style="list-style-type: none">• Conscientious employees are organized, disciplined, and reliable, | |



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| | <p>leading to higher productivity.</p> <ul style="list-style-type: none"> • Example: Employees with high self-discipline meet deadlines and maintain quality work. <p>4. Influence on Leadership and Motivation:</p> <ul style="list-style-type: none"> • Confident and proactive individuals often emerge as leaders. • People high in achievement orientation are naturally motivated and inspire others. <p>5. Influence on Adaptability and Stress Handling:</p> <ul style="list-style-type: none"> • Emotionally stable personalities handle stress and pressure better, maintaining performance even in difficult situations. • Example: A manager with high emotional stability remains calm during crises. <p>6. Influence on Decision-Making and Creativity:</p> <ul style="list-style-type: none"> • Open-minded personalities are more innovative and willing to take calculated risks. • Example: Creative thinkers help organizations adapt to new trends and technologies. <p>Conclusion:</p> <p>Personality shapes every aspect of workplace behaviour — from communication to leadership. Understanding personality differences enables managers to assign suitable roles, build effective teams, and create a positive and productive work environment.</p> | |
| <p>Q.4.</p> | <p>a) Describe the process of perception and explain the factors influencing perception.</p> <p>Ans: Introduction:</p> <p>Perception is the process by which individuals organize, interpret, and make sense of sensory information to understand their environment. In an organizational context, perception affects decision-making, communication, and behavior towards others.</p> <p>Definition (Robbins):</p> <p>“Perception is the process by which individuals organize and interpret their</p> | <p>[8]</p> |



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| | <p>sensory impressions in order to give meaning to their environment.”</p> <p>Process of Perception:</p> <p>The process involves five steps:</p> <ol style="list-style-type: none">1. Selection of Stimuli:<ul style="list-style-type: none">○ The individual selectively focuses on certain stimuli (events, objects, or people) from the environment.○ Example: A manager notices an employee’s punctuality but ignores minor mistakes.2. Organization of Information:<ul style="list-style-type: none">○ The selected information is organized into patterns or categories.○ Example: Employees are grouped based on skills, behavior, or performance.3. Interpretation:<ul style="list-style-type: none">○ The brain interprets the organized information based on past experiences, beliefs, and attitudes.○ Example: A creative idea may be seen as innovative by one manager and risky by another.4. Retention:<ul style="list-style-type: none">○ The perceived information is stored in memory for future use.○ Example: Past employee behavior influences future evaluation and judgments.5. Response:<ul style="list-style-type: none">○ The individual reacts or behaves based on the interpreted information.○ Example: Rewarding a hardworking employee or providing feedback. <p>Factors Influencing Perception:</p> <p>Perception is influenced by three main categories of factors:</p> <ol style="list-style-type: none">1. Factors Related to the Perceiver:<ul style="list-style-type: none">• Attitudes, motives, interests, and past experiences affect how a person perceives things.• Example: A positive manager perceives mistakes as learning opportunities.2. Factors Related to the Target:<ul style="list-style-type: none">• Novelty, motion, sounds, size, background, and contrast of the object/person influence perception. | |
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| | <ul style="list-style-type: none">• Example: A highly innovative employee is noticed more easily. <p>3. Factors Related to the Situation:</p> <ul style="list-style-type: none">• Context, timing, social or organizational environment affect perception.• Example: During a crisis, managers may perceive an employee's behavior differently than usual. | |
| OR | | |
| | <p>b) Discuss any two classical theories of motivation (Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory)</p> <p>Ans: 1. Maslow's Hierarchy of Needs Theory</p> <p>Concept:</p> <ul style="list-style-type: none">• Proposed by Abraham Maslow (1943).• Suggests that human needs are arranged in a hierarchy, and lower-level needs must be satisfied before higher-level needs become motivating. <p>Hierarchy of Needs:</p> <ol style="list-style-type: none">1. Physiological Needs: Basic survival needs like food, water, and shelter.2. Safety Needs: Security, stability, and protection from harm.3. Social Needs: Belongingness, friendship, and acceptance in groups.4. Esteem Needs: Recognition, status, and self-respect.5. Self-Actualization: Realizing one's full potential, creativity, and personal growth. <p>Application in Organizations:</p> <ul style="list-style-type: none">• Employers can motivate employees by addressing needs progressively, e.g., good salary (physiological), job security (safety), teamwork (social), recognition (esteem), and opportunities for growth (self-actualization). <p>Example:</p> <ul style="list-style-type: none">• A company providing training programs and promotion opportunities fulfills employees' self-actualization needs. <p>2. Herzberg's Two-Factor Theory</p> | |



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| <p>Concept:</p> <ul style="list-style-type: none">Proposed by Frederick Herzberg (1959).Suggests that job satisfaction and dissatisfaction are influenced by two different sets of factors: <p>a) Hygiene Factors (Prevent Dissatisfaction):</p> <ul style="list-style-type: none">Include salary, company policies, working conditions, supervision, and job security.Absence causes dissatisfaction, but presence does not necessarily motivate. <p>b) Motivational Factors (Increase Satisfaction):</p> <ul style="list-style-type: none">Include achievement, recognition, responsibility, growth, and advancement.Presence leads to higher motivation and performance. <p>Application in Organizations:</p> <ul style="list-style-type: none">Managers must ensure hygiene factors are adequate to prevent dissatisfaction and focus on motivational factors to improve performance and engagement. <p>Example:</p> <ul style="list-style-type: none">Providing a fair salary (hygiene) and giving employees challenging projects (motivators) leads to higher motivation. <p>Both Maslow and Herzberg emphasize the importance of satisfying human needs to motivate employees.</p> <ul style="list-style-type: none">Maslow focuses on the hierarchy of needs, whileHerzberg distinguishes between factors that prevent dissatisfaction and factors that enhance motivation. | |
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