

**BACHELOR OF BUSINESS ADMINISTRATION
THIRD SEMESTER [SPECIAL REPEAT]
ORGANIZATIONAL BEHAVIOUR
BBA – 301**

**SET
A**

[USE OMR SHEET FOR OBJECTIVE PART]

Duration: 3 hrs.

Full Marks: 70

Time: 30 mins.

(Objective)

Marks: 20

Choose the correct answer from the following:

1 × 20 = 20

1. Which of the following is/are the key features of organization?
 - a. social invention
 - b. accomplishing goals
 - c. group efforts
 - d. all of these
2. ____ is a person's belief about his chances of successfully accomplishing a specific task.
 - a. Self esteem
 - b. Job satisfaction
 - c. Self-efficacy
 - d. Self-appraisal
3. Study of organization behaviour has certain basic assumptions. They are:
 - a. An industrial enterprise is an organization of people.
 - b. These people must be motivated to work effectively.
 - c. The goals of the employee and the employer may not necessarily coincide.
 - d. All of the above.
4. Organization Behavior is:
 - a. an interdisciplinary approach
 - b. a humanistic approach
 - c. total system approach
 - d. all of these
5. A manager with good..... can make the workplace more pleasant.
 - a. Knowledge
 - b. experience
 - c. communication
 - d. Interpersonal skills
6. Which of these is/are the response(s) to perceptual process?
 - a. Thoughts
 - b. Feelings
 - c. Actions
 - d. All of the above
7. The perceptual process is influenced by the perceiver's:
 - a. Physical context
 - b. Social context
 - c. Past experiences
 - d. None of the above
8. What do we call it when we judge someone on the basis of our perception?
 - a. Stereotyping
 - b. Categorizing
 - c. Halo effect
 - d. Prototyping
9. What is the most relevant application of perception concepts to OB?
 - a. the perceptions people form about each other
 - b. the perceptions people form about their employer
 - c. the perceptions people form about their culture
 - d. the perceptions people form about society

10. An OB study would be least likely to be used to focus on which of the following problems?
- | | |
|---|---|
| a. an increase in absenteeism at a certain company | b. a fall in productivity in one shift of a manufacturing plant |
| c. a decrease in sales due to growing foreign competition | d. an increase in theft by employees at a retail store |
11. Which of the following statements is true about the term "ability", as it is used in the field of organizational behaviour?
- | | |
|--|---|
| a. It refers to an individual's willingness to perform various tasks | b. It is a current assessment of what an individual can do. |
| c. It refers exclusively to intellectual skills. | d. It refers exclusively to physical skills. |
12. The extent to which individuals consistently regard themselves as capable, worthy, successful etc. is _____.
- | | |
|----------------|---------------------|
| a. Self esteem | b. Authoritarianism |
| c. Integrity | d. Workaholism |
13. Sociable, talkative, assertive etc. are features of:
- | | |
|-----------------|----------------------|
| a. introversion | b. agreeableness |
| c. extroversion | d. conscientiousness |
14. Some people strongly believe that each person have control of his own life. This is:
- | | |
|------------------------------|------------------------------|
| a. extroversion | b. conscientiousness |
| c. internal locus of control | d. external locus of control |
15. Shobha is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her.
What perceptual shortcut is Shobha most likely using?
- | | |
|--------------------|----------------|
| a. Contrast effect | b. Halo effect |
| c. Stereotyping | d. Projection |
16. Which of the following is most likely to be a belief held by a successful manager?
- | | |
|--|--|
| a. Technical knowledge is all that is needed for success. | b. It is not essential to have sound interpersonal skills. |
| c. Technical skills are necessary, but insufficient alone for success. | d. Effectiveness is not impacted by human behavior. |
17. _____ is the process of screening out information that we are uncomfortable with or that contradict to our beliefs.
- | | |
|-----------------------|-------------------------|
| a. Perceptual context | b. Selective perception |
| c. Halo effect | d. Stereotyping |
18. _____ persons are likely to be most successful in the field of research and work based on abstract idea.
- | | |
|------------------------------|------------------------------|
| a. extroversion | b. introversion |
| c. internal locus of control | d. external locus of control |
19. Sam is always late coming to work, so the manager cut his increment. This is an example of:

- a. positive reinforcement
 - b. negative reinforcement
 - c. Punishment
 - d. Extinction
20. Over the past two decades, business schools have added required courses on people skills to many of their curricula. Why have they done this?
- a. Managers no longer need technical skills in subjects such as economics and accounting to succeed.
 - b. There is an increased emphasis in controlling employee behavior in the workplace.
 - c. Managers need to understand human behavior if they are to be effective.
 - d. These skills enable managers to effectively lead human resources departments.

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(Descriptive)

Time : 2 Hr. 30 Mins.

Marks : 50

[Answer question no.1 & any four (4) from the rest]

1. Case Study:

10

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for Govt. grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months:

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover.

Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problem without key information like the departmental budget.

Q. Comment on the leadership position of Laura. What would you suggest to resolve or improve the situation and to build staff confidence?

2. a) Discuss the fundamental characteristics of organizational behaviour. 8+2=10
b) What are the factors that determine an individual's personality?
3. What are the different styles of leadership found in organisations? Which leadership style is the most suitable for Indian business environment according to you and why? 5+5=10
4. What are the factors that influences the perceptual process? What are the barriers or to a proper perception? 5+5=10
5. Explain Tuckman's view of the stages of group formation. What are the benefits of group dynamics? 5+5=10
6. Explain the following motivational theories:
Maslow's need based theory 5+5=10
Theory X and Y
7. Briefly explain the meaning of the following: 2×5=10
 - a) Motivation
 - b) Leadership
 - c) Perception
 - d) Group dynamics
 - e) Personality
8. Discuss the major leadership theories. 10

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