

HUMAN RESOURCE DEVELOPMENT

AND ORGANISATIONAL

BEHAVIOUR

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NOTE:

MAKAUT course structure and syllabus of 6th semester has been changed from 2021. **HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR** has been introduced as a new subject in present curriculum. The syllabus of this subject is almost same as **Organizational Behaviour [HU 801 & 801A]**. Taking special care of this matter we are providing the relevant MAKAUT university solutions of **Organizational Behaviour [HU 801 & 801A]**, so that students can get an idea about university questions patterns.

ORGANIZATIONAL BEHAVIOUR

Multiple Choice Type Questions

1. " _____ are social inventions for accomplishing goals through group efforts". [WBUT 2014]
a) Management b) Organization c) Leadership d) Behaviour
Answer: (b)
2. A study of human behavior in organizational setting is [WBUT 2014]
a) Individual behavior b) Group behavior
c) Organizational behavior d) None of these
Answer: (c)
3. Organizational behavior is [WBUT 2014]
a) An interdisciplinary approach b) A humanistic approach
c) Total system approach d) All of these
Answer: (a)
4. Organizational behavior is not a/an [WBUT 2014]
a) A separate field of study b) Applied science
c) Normative science d) Pessimistic approach
Answer: (c)
5. _____ is a relatively permanent change in behavior that occurs as a result of experience [WBUT 2014]
a) Behaviour modification b) Learning
c) Motivation d) Skills
Answer: (b)
6. Behaviour, power and conflict are central area of study for _____ [WBUT 2014]
a) Sociologist b) Anthropologist
c) Social psychologist d) Operation analysis
Answer: (a)
7. Forces affecting OB are [WBUT 2017]
a) people b) environment c) technology
d) all of these
Answer: (d)
8. Which of the following is/are considered advantage(s) for organizations that have a successful diversity program in place? [WBUT 2017]
a) Increased worker productivity
b) Decreased worker turnover
c) Ability to make better organizational decisions due to the involvement of a more diversified work force offering different perspectives
d) none of these
Answer: (c)

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

9. Which of the following forms is the basis for the autocratic model of OB?
a) Authority b) Power [WBUT 2017, 2018]
c) Obedience d) Dependence on boss

Answer: (a)

10. The subjects contributing to OB is/are

- a) Sociology b) Social Psychology
c) Psychology d) all of these

Answer: (d)

[WBUT 2019]

Short Answer Type Questions

1. What is the organization effectiveness?

[WBUT 2017]

Answer:

- Organisational effectiveness may be described in terms of its ability to adapt and cope within the changes that are taking place everyday in social, organisational, environmental, technological and other aspects of modern culture.
- These changes will invariably create new challenges as well as opportunities for the organisational managers, so as to manage the organisation in an effective way.
- In other words, organisational effectiveness is the extent to which an organisational effectiveness is the extent to which an organisation given certain resources and means achieves its objectives without placing undue strain on its members, and effectiveness could be defined as the degree to which organisation realises its goals.
- Organisational effectiveness is not one dimensional concept, it is a matter of degree. Effectiveness is label to which an organisation has to perform according to its capacities, potentials and goals.
- Lastly, effectiveness of an organisation can be seen in terms of survival of the organisation.

[MODEL QUESTION]

2. Define the term organisational behaviour.

Answer:

- In simple sense, organizational Behaviour is concerned with the systematic study of the actions and attitude that people at work exhibit within organizational setting.
- Organizational Behaviour is concerned with understanding the thoughts, values, emotions, feelings attitudes and other personal characteristics of the people at work in an organization.
- Thus, organizational behaviour may be defined as a special field of study which is directly concerned with understanding, production and control of human behaviour in an organisational setting.

3. Why the subject OB is incorporated in the syllabus of the technology and management courses?

[MODEL QUESTION]

Answer:

- Organizational behaviour is a special field of study concerned with understanding, describing, prediction and control of human behaviour in an organizational setting.

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Thus, the study of human and worker behaviour is understood by the study of organizational behaviour.

- Organizational behaviour helps to unearth all the aspect of human behaviour/action in an organization, covering the effects of organization on human beings as well as the effects of organizational people on the organizations. Accordingly, the practicing managers, by the knowledge drawn from organizational behaviour, can take appropriate measures for channelizing the behaviours of organizational people towards organizational goals.
- OB helps to study all factors that go into the personality of human beings- his needs, emotions, feelings, attitudes, ability to relate thoughts and feelings.
- OB, through its various disciplines or fields of study, can significantly equip a practicing manager towards understanding and motivating employees in organizations.
- An in-depth study of organizational behaviour helps managers/management to profitably employ the knowledge secured from this study in organizing and managing.
- A study of OB offers a good insight on human behaviour and action.
- A study of OB can offer a lot to practicing managers in order to improve the accomplishment of organizational objectives.
- Lastly, OB is very useful to a student of behaviour, as it is related to the study of what people do when he is in an organizational setting. The reason for studying OB is that the student is inclined to make his/her career in management and wants to know what people do, when people do, what motivates or demotivates that people and thus understanding, predicting the behaviour of those people, the student in his/her management career can apply the knowledge secured from OB in a meaningful way to make an organization more effective.

Long Answer Type Questions

1. Write short notes on the following:

- a) Historical background of OB
- b) Dependent variables in the OB model

[WBUT 2019]
[MODEL QUESTION]

Answer:

a) Historical background of OB:

- Historically, the field of OB has developed from the studies conducted by behavioural scientists such as industrial psychologists, psychologists and sociologists.
- The focus of these studies lies in the understanding, predicting and controlling human behavior in the organisations.
- The levels at which these studies have been carried out relate to individuals, the small group, the inter-group and the total organisation as a socio-economic-technical system.

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

- The discipline of OB is based on an empirical studies of human behavior at work place settings.
- On the other hand, human relations, is the study of behavioural knowledge in working to develop human motivation towards attaining organizational goals.
- The study of OB can trace its roots back to **Max Weber** and earlier organizational studies.
- It is generally considered to have begun as an **academic discipline** with the advent of scientific management in the 1890's, with **Taylorism** representing the peak of the movement.

b) The dependent variables:

Dependent variable refers to a response that is affected by an independent variable. The primary dependent variables in OB model are **productivity**, **absenteeism**, **turnover** and **job satisfaction**.

1. Productivity:

→ An organisation may be said to be productive when it achieves its goals and towards that end transforms its inputs to outputs at the lowest cost possible. So, productivity implies a concern for both effectiveness and efficiency.

2. Absenteeism:

→ It is very difficult for any organisation to operate smoothly and attain its objectives if organisation people fail to report to their jobs/tasks. As a result, workflow is disrupted causing drastic reduction in output, and lastly the complete shutdown of the production process.

→ Levels of absenteeism beyond the normal range in any organisation have a direct impact on the concerned organisation's effectiveness and efficiency.

3. Turnover:

→ Turnover refers to the voluntary and involuntary permanent withdrawal of personnel from the organisation.

→ When employee turnover is excessive, it can be a disruptive factor hindering the organisation's effectiveness.

4. Job satisfaction:

→ Job satisfaction refers to the satisfaction which one individual gets from his work or by performing it.

→ In other words, a feeling of fulfillment or strong and well established attitudes which a worker/employee gets by performing a particular job/task can be referred to as job satisfaction.

→ Job satisfaction is highly related to work related behaviour and it can be expressed as- one's feelings towards one's job.

→ The terms job satisfaction and 'attitudes' are used interchangeably, but the positive attitudes towards the job indicate job-satisfaction, while the negative attitudes towards a job indicate job-dissatisfactions.

PERSONALITY AND ATTITUDES

Multiple Choice Type Questions

1. Which of the following is an experimental force that shapes personality?

[WBUT 2014]

- a) Gender
- b) Height
- c) Experience
- d) Brain size

Answer: (d)

2. According to Sigmund Freud's Psychoanalytical theory, ethical or moral part of personality with perfection at its goal is called

[WBUT 2015]

- a) Id
- b) Ego
- c) Super Ego
- d) Supreme Ego

Answer: (c)

3. The immaturity to maturity continuum of personality development was proposed by

[WBUT 2015]

- a) Chris Argyris
- b) Max Weber
- c) Sigmund Freud
- d) Vilfredo Pareto

Answer: (a)

4. The personality type of people who believe that they are the masters of their destiny is

[WBUT 2016]

- a) bureaucratic personality
- b) internal locus of control
- c) external locus of control
- d) sensation-feeling style

Answer: (b)

5. All of the following are methods that managers can utilize to promote employee job satisfaction except which one?

[WBUT 2017]

- a) Conduct an attitude survey
- b) Recognize and reward good performance
- c) Learn the specific facets of the job that may bring about worker dissatisfaction
- d) Assume high performers are well satisfied in their job.

Answer: (a)

6. People who have internal locus of control

[WBUT 2018]

- a) have higher job satisfaction
- b) believe in luck
- c) have higher absenteeism
- d) are less involved in their jobs

Answer: (a)

7. The type of personality of the individuals who work under pressure for higher achievement is known as

[WBUT 2019]

- a) Type A
- b) Type B
- c) Type C
- d) none of these

Answer: (a)

Short Answer Type Questions

1. Define extraversion and introversion.

[WBUT 2014]

Answer:

Extraversion:

- Extraversion is a personality dimension describing someone who is sociable, talkative, assertive and open to establish new relationships.
- Extraverts are gregarious and sociable individuals.
- Extraverts are more suitable for assignments that require considerable interaction with others.
- Research findings show that managerial positions are dominated by extraverts.

Introversion:

- Persons with introvert personalities are basically shy, quiet, prefer to be alone and retiring.
- Such persons are intellectuals, introspective and emotionally unexpressive and value oriented.
- Introverts are more inclined at tasks with analytical skills and they work best alone in a quiet environment without external influences or interruption.

2. Discuss how an understanding of attitudes is useful for the study of organizational behavior.

[WBUT 2016]

Answer:

- An in depth study of ‘attitudes’ is highly useful as well as beneficial for a person who is directly concerned with dealing human behavior and action in any organizational settings.
- The benefits derived out of the study of ‘attitudes’ may be in different ways, which are as follows:
 - The study of attitudes is important since it is assumed that there is a relationship between attitude and behavior. Attitude may only be one of the factors influencing behavior – there could be other factors, besides attitude which may be more powerful in influencing human behavior.
 - Understanding of attitudes are significant for the organizational managers because of their direct impact on the employee behavior, attitudinal influencing on perception, job-satisfaction, job-involvement, organizational commitment, lower rates of turnover and absenteeism.
 - ‘Attitude’ is a special field of study concerned with understanding, describing, prediction and control of human behavior in an organizational setting.
 - The practicing messengers by the knowledge drawn from studying attitudes can take appropriate measures for channelizing the behavior of organizational people towards organizational goals.

3. Explain the characteristics and components of attitude.

[WBUT 2017]

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Answer:

Characteristics of attitude

- By the term 'attitude' we frequently use to describe people and explaining their behaviour.
- In simple sense, attitudes reflect how one feels about something which may be concerned with people, objects or events.
- Attitudes are evaluate statements. These statements may be favorable or unfavorable covering people, objects or events.
- In another way, attitude refers to a persistent tendency to feel and behave in a particular way toward some object, people or events.

Components of attitudes

Attitudes consist of three basic components. These are:

- i) Emotional component
 - ii) Informational component and
 - iii) Behavioural component
-
- i) **Emotional Component:** The emotional components of attitudes involve the person's feelings or affect-positive, neutral, or negative etc., about an object.
 - ii) **The informational component:** The informational component of attitudes consists of the information and beliefs the individual has about an object.
 - iii) **The behavioural component:** The behavioural component of attitudes consists of a person's tendencies to behave in a particular way toward an object.

4. Define the relationship of personality with OB.

[MODEL QUESTION]

Answer:

Personality factors are highly important in organisational setting

- As the organisational behaviour is a special field of study concerned with understanding, describing, prediction and central of human behaviour in an organisational environment, so, understanding personalities of the organisational people is of utmost importance, because personality affects human behaviour as well as perception and attitudes.
- A manager must understand that all subordinates around him are not alike and that each subordinate is unique and as a result, may or may not respond to the same stimuli, like pay hikes or reprimands.
- Organisational managers are extremely interested in the overall aspects of personality that induces people at work to behave in a manner required by social or biological pressures.
- Organisational managers can profitably utilize the knowledge drawn from understanding personality of the organisational people in the areas of employee motivation and selection of individual, etc.
- The concept of personality is needed for understanding human characteristics in general, apart from understanding personality in the context of organisational setting.

5. Show the relationship of job satisfaction with employee performance, employee turnover and absenteeism. [MODEL QUESTION]

Answer:

Relationship of job Satisfaction and Employee Performance

- There is a long standing controversy as to the relationship between job satisfaction and employee performance.
- Research findings show that there is no strong linkage between job satisfaction and employee performance productivity. The study revealed that satisfied employees will not necessarily be the highest performers
- There are many variable factors like ‘rewards’ (intrinsic and extrinsic) for which employees may be satisfied and which may result in greater performance.
- **In conclusion**, it could be said that organizations with more satisfied people tended to be more effective than organizations with less satisfied people.

Relationship of job satisfaction and Employee turnover

- Research findings show that there is a moderate relationship between job satisfaction and employee turnover.
- It is true that job satisfaction helps to keep employee turnover low, similarly considerable job dissatisfaction leads to high employee turnover.
- But, there are other factors like labour market conditions, opportunities for alternative job, commitment to the organisation and length of service in the organisation, etc, stand as constraints on the decision to leave one's current job.

Relationship of job satisfaction and Absenteeism

- Research findings show that when job satisfaction is considerably high, absenteeism tends to be low, and on the contrary, when job satisfaction is low, absenteeism tends to be high.
- It is true that job satisfaction directly leads to attendance, but with presence of certain factors. Again, dissatisfied employees are more likely to absence from work.
- It is evident that high job satisfaction will not necessarily result in low absenteeism, but low job satisfaction is likely to generate high absenteeism.

6. What are the different ways of employee's expression of their dissatisfaction in an organisation? [MODEL QUESTION]

Answer:

- There is no doubt as to the saying that a “**happy employee is a productive employee**”.
- Job satisfaction refers to the satisfaction which one individual/employee gets from his work or by performing it.
- The terms ‘job satisfaction’ and attitudes are used interchangeably, but the positive attitudes towards the job indicate job satisfaction, While the negative attitudes, towards a job indicate job-dissatisfaction.

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Job – dissatisfaction give birth to

- i) Employee unrest
- ii) high-rate of absenteeism
- iii) reflection of tardiness
- iv) high employees turn over
- v) employees to be complaining,
- vi) be insubordinate
- vii) stealing organizational property, and
- viii) shirking of work responsibilities, etc.

Ways to Expressing employees dissatisfaction

1. Exit/Leaving the organization

- The behaviour of the employees are directed towards leaving the organization and searching for new assignments.

2. Voice

- The behaviour of the employees are directed towards raising problems and discussing with their superiors for improving conditions related to work and others, and also show interest in union activities.

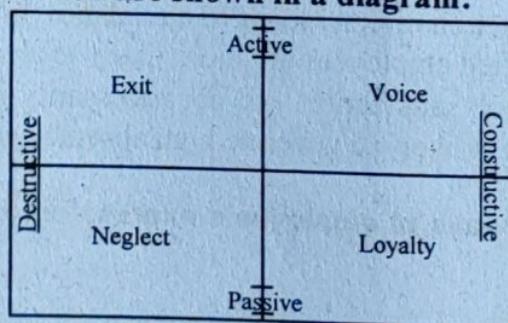
3. Loyalty

- Showing passive loyalty to the organization in the hope of work-conditions be improved, and amidst external criticism the employees trust the management and the organization to do the right things.

4. Neglect

- The behaviour of the employees are directed towards passively allowing conditions to worsen by chronic absenteeism, reduced effort, chronic lateness and increased error rate, etc.

Responses to job dissatisfaction are shown in a diagram:



Long Answer Type Questions

1. Define personality. Discuss the Big Five Model of personality in detail.

[WBUT 2015]

Answer:

1st Part:

Personality may be referred to a general sum of traits, internal and external, and behaviours that characterize and determine his unique patterns of adjustment in his relationships with others and his environment and which make the individual different from others.

2nd Part:

'BIG FIVE' Personality Dimensions

- Five personality traits have recently emerged from research. The five traits along with their characteristics are stated as follows:

Traits/Dimension	:	Characteristics of a person
1.Extroversion	:	Assertive, talkative, and Sociable.
2.Agreeableness	:	Cooperative, Good-natured and Trusting.
3.Conscientiousness	:	Persistent, dependable, achievement-oriented and responsible.
4.Emotional Stability	:	Insecure, tense and nervous.
5.Openness to experience	:	Sensitive, intelligent and imaginative.

Explanations of the personality dimensions of the 'BIG FIVE' personality traits

Extroversion

- The personality dimension extroversion describes or characterizes someone who is talkative, sociable and assertive, and open to establish new relationships.

Agreeableness

- The personality dimension agreeableness describes or characterizes someone who is good-natured, able to get along with people, cooperative and trustworthy.

Conscientiousness

- The personality dimension conscientiousness describes or characterizes someone who is systematic, careful, responsible, dependable, self-disciplined, persistent and achievement oriented.

Emotional Stability

- The personality dimension emotional stability describes or characterizes someone who is calm, enthusiastic, able to cope with stress and secure.

Openness to Experience

- The personality dimension openness to experience describes or characterizes someone who is sensitive, imaginative, innovative and intellectual.

2. Define personality. Discuss the major determinants of personality. Why such knowledge may be useful in managing an organization? [WBUT 2017]

Answer:

1st part:

Personality: Personality may be referred to a general sum of traits, internal and external, and behaviours that characterize and determine his unique patterns of adjustment in his relationships with others and his environment and which make the individual different from others.

2nd part:

Major Determinants of Personality

The determinants of personality can be grouped into the following broad categories.

1. Biological Factors
2. Family and Social Factors
3. Environment and Cultural Factors, and
4. Situational Factors

The contributing factors / major determinants of personality are discussed in a chronological order.

Biological Factors

Biological contribution, as determinants of personality, can be categorized into three major areas – (a) heredity, (b) brain and (c) physical stature of a person.

a) Heredity:

- Heredity refers to the transmission of the qualities from ancestor to descendent. Each parent, at conception, normally contributes 23 chromosomes containing thousands of genes which act as the transmitter of traits in certain combinations. **As a result**, all the children of the same parents do not possess identical genetic make-ups.

b) Brain:

- Brain, as a biological factor, is supposed to play an important role in determining personality. The structure of brain determines personality, though the evidence is much less conclusive.

c) Physical Stature:

- As a biological factor, in determining personality formation, the physical feature/stature play an important role.
- An individual's physical stature like height (tall or short), weight, facial features, colour, large or small feet, long or short nose etc., which is biologically determined, is proved to be having a tremendous effect on his personality, as the physical attributes are largely attributed to heredity.

Family and Social Factors

Family Factors

- The development of an individual proceeds under the direct influence of the immediate family, particularly in the early stages. It is a fact that the nature of influence of the family depends upon certain factors like, economic level of the

family size, birth order, religion, geographic situation and parents educational level etc. All these have a bearing on the development of one's personality.

- For instance, an individual who is brought up in a very poor family might have different attitude and experience towards life than an individual brought up in a rich family.
- The overall home environment created by the parents have also a bearing and impact to the development of personality. The parents play a vital role in the identification process which is important to an individual in the stages of his/her early development.
- A child in the family, generally, tries to behave like his father or mother – as model. Identification can be viewed as the similarity of behaviour with same feelings and attitudes between the child and the model. Identification may be looked upon as the child's desires and motives to be the same as that of model; further, identification can be viewed as the process through which the child, in practice takes on the attributes of the model.

Social Factors

- In addition to family members, there are other dominant factors that exercise their due role in developing one's personality. The dominant factors or influences are – friends, playmates, peer at work, associates and the group to which the individual belongs and it is commonly called **Socialisation process**.
- Socialisation process initially starts with contact between mother and her new infant, and other members of the family and subsequently the social groups (friends, playmates, peer at work, associates, the groups to which he/she belongs) influence the socialization process.
- An individual's personality is highly reflected by the behaviours of the social groups, both within work place as well as outside.

Environmental and Cultural Factors

- Personality development owes much to environmental as well as social factors.
 - ✓ Environment includes elements like culture which influences norms, values, beliefs, attitudes, patterns of behaviour, perceptions and a code of conduct, which also influences the behaviour of individuals in a given society.
 - ✓ These influencing elements are passed along from one generation to the next in a consistence way.
 - ✓ The person and his culture are inseparable and interwoven with each other. As a result, it is very difficult to distinguish the individuals from his cultural backup.
- Thus, on the basis of environmental and cultural upbringing, the values, beliefs, perceptions and attitudes etc., of individual will differ.

Situational Factors

- An individual's personality, though generally stable and consistent, yet it can change in different situations.

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- Thus, a situation exerts an important press on the individual and because of changed situation, his personality composition changes.

For example, a person with a shy and timid personality may spontaneously perform heroic actions so as to save other people's life without caring for his own safety.

3rd part:

Personality factors are highly important and useful in organisational setting

- As the organisational behaviour is a special field of study concerned with understanding, describing, prediction and control of human behaviour in an organisational environment, so, understanding personalities of the organisational people is of utmost importance, because personality affects human behaviour as well as perception and attitudes.
- A manager must understand that all subordinates around him are not alike and that each subordinate is unique and as a result, may or may not respond to the same stimuli, like pay hikes or reprimands.
- Organisational managers are extremely interested in the overall aspects of personality that induces people at work to behave in a manner required by social or biological pressures.
- Organisational managers can profitably utilize the knowledge drawn from understanding personality of the organisational people in the areas of employee motivation and selection of individual, etc.
- The concept of personality is needed for understanding human characteristics in general, apart from understanding personality in the context of organisational setting.

3. a) What do you mean by job satisfaction?

[WBUT 2018]

b) What are the causes of job satisfaction?

c) How job satisfaction is measured?

Answer:

a) Job satisfaction

- **Job satisfaction** refers to the satisfaction which one individual gets from his work or by performing it.
- In other words, a feeling of fulfillment or strong and well established attitudes which a worker/employee gets by performing a particular job/task can be referred to as job satisfaction.
- Job satisfaction is highly related to work related behaviour and it can be expressed as- one's feelings towards one's job.
- The terms job satisfaction and 'attitudes' are used interchangeably, but the positive attitudes towards the job indicate job-satisfaction, while the negative attitudes towards a job indicate job-dissatisfactions.

b) The Causes/Indicators of job Satisfaction

- Pride in the work-group
- Intrinsic job satisfaction
- Involvement with the organization, and
- Job status, financial and non-financial satisfaction

c) Measurement of job satisfaction: Employees' job satisfaction plays a vital role in the achievement of any business or organization. If the employees are satisfied and happy their management and workplace environment, the employees' commitment towards the organization will increase and they will put their best efforts' in their work.

3 simple and efficient ways to measure employees satisfactions –

1. Employee suggestion box: Often employees are scared of telling exactly what they think. One of the simplest way of getting employee's opinions are suggestion box, which will give the employees a sense of what could be lacking at the workplace.

2. Employee performance review: Management could find out from employees what it is that they want to get out of their job, what their dream job is and what goals they hope to achieve. Management is to conduct a one-on-one review with the employees as management need to focus on individuals and their specific needs.

3. Anonymous employee surveys: Management could set up employee satisfaction survey questions for their employees and making it anonymous so that employees do not feel they are being targeted all the time.

Employee satisfaction surveys are the most efficient ways to hear out the opinions and concerns of the employee and gives employees a voice where some may feel apprehensive if they have something to communicate or talk about.

Just to be sure to measure employee satisfaction weekly or monthly, employee satisfaction surveys are the fast way to get feedback to measure employee job satisfaction.

4. Write short notes on the following:

- a) Introvert & Extrovert personality
- b) Big Five Model of Personality
- c) Trait theory of personality
- d) Job related attitudes
- e) Development of personality

Answer:

[WBUT 2016]

[WBUT 2017]

[WBUT 2018]

[MODEL QUESTION]

[MODEL QUESTION]

a) Refer to Question No. 1 of Short Answer Type Questions.

b) Refer to Question No. 1(2nd Part) of Long Answer Type Questions.

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c) Trait theory of personality:

- **Personality traits** may be referred to as the enduring characteristics that describe an individual's behavior. Traits are psychological entities.
- In other words, a trait may be characterized by any distinguishable, relatively enduring way in which one individual differs from another.
- Again, traits are common to many individuals and also vary in large degree between individuals.

Defining Personality Traits

- Defining personality traits is a very difficult proposition, because thousands of adjectives could be used to describe personality traits.
- One researcher identified sixteen personality factors which are said to be source or primary traits. The sixteen source traits are mentioned as under:

1. Reserved	Vs	outgoing
2. Less intelligent	Vs	More intelligent
3. Affected feelings	Vs	Emotionally stable
4. Submissive	Vs	Dominant
5. Serious	Vs	Happy-go-lucky
6. Expedient	Vs	Conscientious
7. Timid	Vs	Venturesome
8. Tough-minded	Vs	Sensitive
9. Trusting	Vs	Suspicious
10. Practical	Vs	Imaginative
11. Forthright	Vs	Shrewd
12. Self-assured	Vs	Apprehensive
13. Conservative	Vs	Experimenting
14. Group dependent	Vs	Self-dependent
15. Uncontrolled	Vs	Controlled
16. Relaxed	Vs	Tense

d) Job related attitudes:

- **Job-related attitudes** which are mainly **job satisfaction**, **job involvement**, and **organisational commitment**.
- **Job satisfaction:** job satisfaction refers to one's feeling towards one's job. An individual having satisfaction said to possess positive attitude towards the job. Conversely, a dissatisfied person will have negative attitude towards his or her job.
- **Job involvement:** it refers to the degree with which an individual identifies psychologically with his or her job and perceives his or her perceived level important to self worth. High degree of job involvement results in fewer absences and lower resignation rates.
- **Organisational commitment:** It is understood as one's identification with his or her organisation and feels proud of being its employee. It implies an employee's identification with a particular organisation and its goals.

e) **Development of personality:**

- The development of one's personality, done in the right manner, is a challenging and rewarding task for every individual.
- It is challenging in that it demands hard, methodical labour, perseverance, and careful attention.
- It is rewarding since no effort in this direction goes in vain.
- In fact, every effort brings success and satisfaction proportionate to the attempt.
- It is every person's duty to work towards it, since development of personality is necessary for success in any field.
- Development of personality implies progressive identification with higher dimensions of personality.
- Thus, a person identified only with physical dimension without exercising his/her higher mental faculties; live not far different from animals, whose pleasure and pain are restricted to the sensory system.
- A pleasing personality is a combination of a person's attitude behaviour and expressions.
- One will never lose his/her attractiveness regardless of age when the path of one's personality flows both one's face and heart.
- Successful people build pleasing and magnetic personalities which is what makes them charismatic, and this helps in getting friendly cooperation from others.

PERCEPTION

Multiple Choice Type Questions

1. Thematic Apperception Test (TAT) is designed to understand [WBUT 2014]
a) Perception of individual
b) Personality of individual
c) Learning of individual
d) None of these

Answer: (a)

2. What do we call it when we judge someone on the basis of our perception?

- [WBUT 2014]
a) Stereotyping b) Categorizing c) Halo effect d) Prototyping
Answer: (a)

3. Perception consists of:

- [WBUT 2015]
a) information at the elementary sensory level
b) sensory reduction of impulses in the nervous system
c) the process of interpreting sensations and giving them meaning
d) the processes in the brain that underlie sensation

Answer: (c)

4. The first step in making a decision is

- [WBUT 2016]
a) developing alternatives
b) identifying the decision criteria
c) defining the problem
d) allocating weights to the criteria

Answer: (c)

5. refers to the tendency of judging a person entirely on the basis of a single trait that may be favourable or unfavourable [WBUT 2016]

- a) stereotyping
b) halo effect
c) pygmallion effect
d) perpetual defense

Answer: (b)

6. Which of the following helps in raising the individual perceptions of low level of self esteem?

- [WBUT 2016, 2018]
a) situation b) empowerment c) job enrichment d) reinforcement
Answer: (a)

7. is the process by which individuals select, organize and interpret stimuli into a meaningful and coherent picture of the environment in which they live.

- [MODEL QUESTION]
a) Conception b) Perception c) Cognition d) Confrontation
Answer: (b)

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

8. Halo effect caused by [MODEL QUESTION]
a) Telephonic voice
c) Stereotyping
b) Projection
d) None of these

Answer: (d)

9. The cognitive approach to organisational behaviour emphasizes on [MODEL QUESTION]

- a) Stimulus
c) Consequence
b) Response
d) Psychological process

Answer: (d)

10. What is the degree to which people believe that they are masters of their own fate called? [MODEL QUESTION]

- a) Self-esteem
c) Self-monitoring
b) Locus of control
d) Machiavellianism

Answer: (b)

11. Which of the following play(s) an important role in determining perceptual selectivity? [MODEL QUESTION]

- a) Motivation b) Learning c) Personality d) All of these

Answer: (d)

12. Which of the following provides meaning and value to stimuli, objects, events, situations and people in the environment? [MODEL QUESTION]

- a) Perpetual selectivity
c) Perpetual context
b) Perpetual constancy
d) Perpetual defence

Answer: (c)

Short Answer Type Questions

1. Explain briefly the process of perception through an input-output model. [WBUT 2014]

Answer:

The Perceptual Process

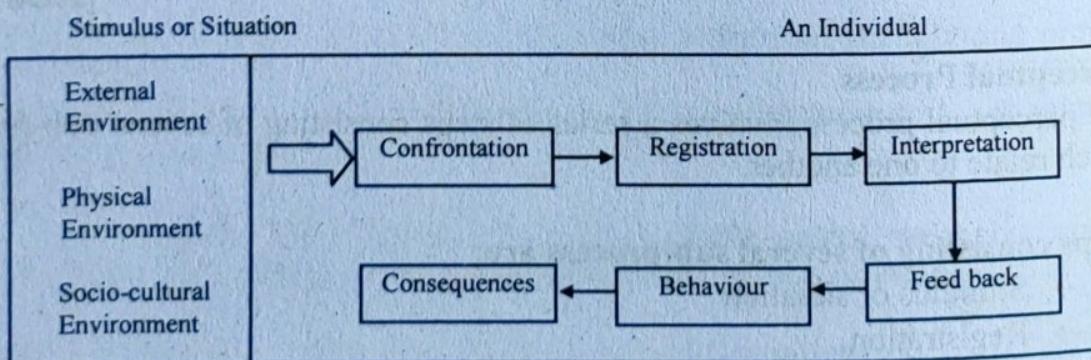
- The perceptual process involves a series of steps consisting of several sub-processes which relate to one another.

The steps consisting of several sub-process are:

- Stimulus or situation
- Registration
- Interpretation
- Feedback, and
- Reaction

POPULAR PUBLICATIONS

- The **first step** involved in the perceptual process is the presence of **stimulus** or **situation** that confronts the human being. This **confrontation** may either be with the immediate sensual stimulation or the total physical and socio-cultural environment.
- The **second step** involved in the perceptual process is the **internal cognitive process of registration** phenomenon which occurs because of the presence of stimulus. Here, at this step, the physiological mechanisms, both sensory and neural are affected and as a result, the physiological ability to hear and see will affect the process of perception.
- The **third step** involved in the process of perception is the **interpretation**. Interpretation is the most important aspect in the process of perception. After the information has been selected and organized, the perceiver interprets the information through a subjective and judgemental process. Here, at this stage, the perceiver tries to attach meaning to the stimulus. In this stage of interpretation, the other psychological processes, like learning and motivation, etc., will affect the process of interpretation of a stimulus.
- The **fourth stage** involved in the process of perception is another sub-process, called **feedback**. Feedback is required to clarify the response whether it is in the form of kinesthetic feed-back, i.e., sensory impressions from muscles, or psychological feedback, i.e., raised eyebrow or change in voice inflection, etc. Both these feed-back may influence in the process of an individual's perception.
- The **fifth step** involved in the process of perception is the **behaviour**. The behavioural termination of perception may be in the form of covert behaviour i.e., moving rapidly or slowly in the work situation or convert behaviour, i.e., to make a self-evaluation.
- The **final step** involved in the process of perception is the **consequence** and the consequences of the behaviour make up the final step in the process of perception.
- It is to be noted that the sub-processes involved in the process of perception like registration, interpretation and feedback are internal cognitive processes which are unobservable, but the behaviour and consequences indicate perception related to the behaviour.



The Perceptual Process: At A Glance

2. What is perception? Write in brief about the factors that influence perception.
[WBUT 2018]

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

Answer:

1st part:

- In simple sense, **perception** may be explained as the interpretation of sensory data, that is, the process of selection, organization and interpretation of sensation, so as to provide a meaningful experience for the individual.
- In other words, perception may be referred to a process which an individual selects, organizes and interprets his sensory data into a meaningful picture around his environment.
- Thus, perception is primarily an individual process and as a result, what one individual perceives may be vast different from objective reality – that is, what one perceives reality to be and not necessarily as what reality is.

2nd part:

Factors influencing perception or three influences on the concept of perception

The factors that influence perception are summarised as under:

- The three influencing factors on the concept of perception are:
 - A. The perceiver and his/her characteristics
 - B. The perceived – its characteristics
 - C. The situation – its characteristics

A: The perceiver and his/her characteristics

- An individual's perception towards a target or an event and his or her attempt to interpretation of the same is largely influenced by the personal characteristics of the individual perceiver, like needs, values, experiences, personality and attitudes, etc.
- An individual's perception is determined by his/her inner needs. The needs and motives of an individual play a vital role in perception. When an individual is not able to satisfy his/her needs, he/she remains engaged in wishful thinking which is a way to satisfy the need not in real world but in imaginary world. Perception of a happy individual is completely different from frustrated individual.
- An individual's values beliefs and cultural upbringing have profound influence on his/her perception about others.
- Experience has a direct influence on perception. If an individual possesses a positive experience with a person, his attitude towards him is likely to be positive and conversely negative experiences tend to make him cautious. Experiences become reference points in our daily lives.
- Our attitude determines how we perceive at an object or event. To a positive thinker, attitude can be a way of success. To a negative thinker, it can act as a major block.

B: The Perceived

- The individual's perceptions about others are largely influenced by their physical characteristics like appearance, facial expressions, gender, age, manner of communications, personality traits and other patterns of behaviour.

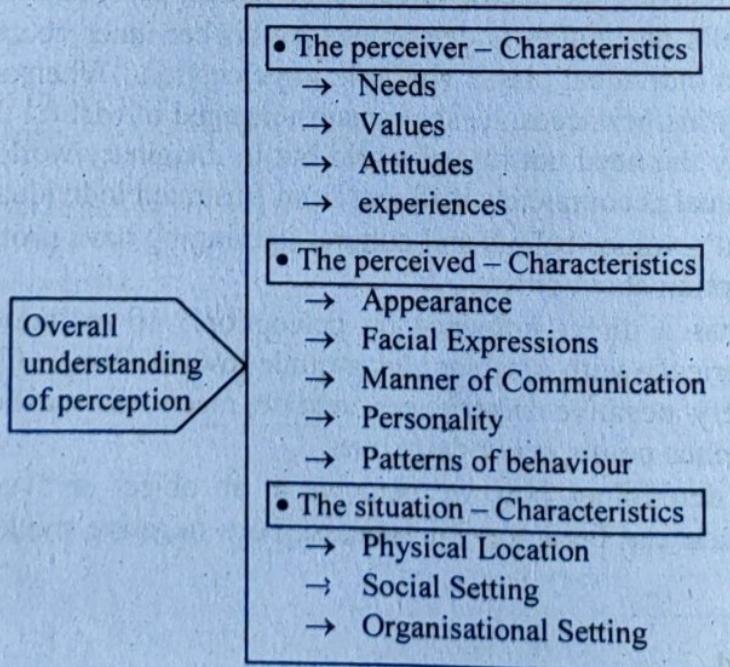
POPULAR PUBLICATIONS

- **For example**, when we see a person dressed in business suits, we assume him to be a high level executive and conversely when ordinarily dressed, we assume him to be an ordinary worker.
- One's appearance may put the other into resistant or even a hostile attitude or induce in him a receptive mood.
- The body movement of a person, position of hands and legs and other parts of the body reveal his personality, whether he is vibrant, dynamic, nervous and confident, etc.
- Similarly, a smile (friendliness), a frown (discontent), raising the eyebrows (disbelief), or tightening the jaw muscles (antagonism), etc, can add to the meaning being conveyed through verbal means.

C: The situation – Its characteristics

- The situation has a constant influence on perception. An individual's perception about others are influenced by the situational characteristics, like physical location, social setting and organizational setting of the situation.
- **For example**, at a social gathering a subordinate behaves with his superior officer differently than when in the office place. Here, location of the event acting is an important factor in determining behaviour.
- Again, in a social setting if you find one gentle lady, whom you respect and admire, with a person whom you most dislike, then you will create a bad image about that gentle lady in your mind.

Factors influencing perception are shown at a glance:



3. What do you mean by the term 'perception'?

[MODEL QUESTION]

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

Answer:

- In simple sense, perception may be explained as the interpretation of sensory data, that is, the process of selection, organization and interpretation of sensation, so as to provide a meaningful experience for the individual.
- In other words, perception may be referred to a process which an individual selects, organizes and interprets his sensory data into a meaningful picture around his environment.
- Thus, perception is primarily an individual process and as a result, what one individual perceives may be vast different from objective reality – that is, what one perceives reality to be and not necessarily as what reality is.

4. What are the managerial implications of perception? [MODEL QUESTION]

Answer:

- The organizational managers are to be aware of whether or not the organizational members share similar or least compatible perceptions.
- If it is observed that organizational members do not share similar perceptions, then the problems of the organizations are greater.
- In such a situation, the managers should intend to improve the behaviour of people at work which is the product of their individual or group perceptions of environmental factors, both physical environment and socio-cultural environment.
- The managers should attempt to identify the areas under which employee's behaviour could be improved. This could be done by deciding the structural and technological stimuli and determining reward and punishment context of behavioural consequences.
- Conflict is a part of organizational life. So, organizations are not free of conflict. Much conflict among groups take place in organizations because of the misunderstanding of each group about the functioning and interest of other groups. In such a situations, managers are to provide an integrating and co-operative situation in the organization.
- Lastly, training and development programmers in the areas of behavioural sciences, may be initiated by the organizational managers, so as to enable the organizational people to learn to perceive correctly. The managers are to design and apply appropriate training methodologies to increase the perceptual accuracy of the organizational people.

Long Answer Type Questions

1. What is perceptual selectivity? What factors influence perceptual selectivity? [WBUT 2015]

Answer:

1st Part:

Perceptual Selectivity

- Perceptual Selection or selectivity seeks to explain how and why people opt for only a few stimuli out of the many stimuli they keep encountering at any time.

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- Perceptual Selectivity depends on internal set factors like learning, motivation and personality.
- On the other hand, intensity, size repetition and familiarity are external attention factors which influence the perceptual selection of individuals.

2nd Part:

Factors influencing perceptual selectivity

The factors both external and internal that influence perceptual selectivity are summed up as under:

A: External Factors

External factors such as intensity, size, contrast, repetition, motion and novelty and familiarity, etc, affect perpetual selectivity.

- **Intensity**
 - The more intense the external stimulus, the more likely it is to be perceived.
 - **Example**, bright lights, a loud noise, a strong odor, a big hoarding in the highway, etc, attract attention of a person much more than ordinary lighting and a soft sound.
- **Size**
 - The larger the size of the object, the more likely that it will be noticed and perceived.
 - Example, a seven feet tall man will stand out in a crowded and may receive more attention from the public.
- **Contrast**
 - According to the principle of contrast if an object in some way contrasts with its background, it is more noticeable.
 - **Example**, plant safety signs / road safety signs that have black lettering on a yellow background or a white lettering on a red background are more attention-getting.
- Similarly, when the seven feet tall man is placed next to a four feet height man, the smaller one (four feet height man) will probably receive as much notice as the bigger one (seven feet tall man)
- **Repetition**
 - A repeated external stimulus is more attention-drawing than a single one.
 - **Example**, a worker in a workplace, will generally hear/receive better when work instructions for a dull task are given more than once.
- **Motion**
 - Moving object are more likely to be perceived than stationery objects.
 - Example, a flashing neon sign is more easily noticed than a ordinary static light.
- **Novelty and Familiarity**
 - Either a novel or a familiar factor can serve as an attention getter.
 - Under this principle, new objects in a familiar setting or familiar objects in a new setting will draw attention.
 - **Example**, walking of an elephant along a city street is noticed very quickly by the people.
 - People with unusual clothing will be attention getters than a well-dressed man next to him.

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

B: Internal Factors

• Learning

- Learning plays an important role in developing perceptual set.
- Learning, being a cognitive factor, has considerable influence on perception.

• Motivation

- Motivation also plays an important role in influencing the process of perception.
- Needs play a significant role in perpetual selectivity.
- **Example**, a hungry man should be very sensitive to sight or smell of food than a non-hungry man.

• Ambivalence

- Ambivalence or mixed feelings about a situation is also an influencing factor for perpetual selectivity.

2. What is perception? Explain the various perceptual errors. Mention the factors affecting perception. [WBUT 2019]

Answer:

1st part: Refer to Question No. 2 (1st part) of Short Answer Type Questions.

2nd part:

There are some factors which affect the correctness of perception and thus perceptual distortion or perceptual error occurs. Perceptual distortion/error is a position where the person does not perceive the thing, particularly person, as it may be. The factors behind such perceiving are:

• Halo-Effect:

- The halo effect, in social perception, refers to the tendency of judging an individual entirely on the basis of a single trait, like intelligence, sociability or appearance etc., which may be favourable or unfavourable.
- **Example**, in the process of selection of employees, a candidate's physical appearance may override all other characteristics while appraising the candidate's performance.

• Projection:

- Projection refers to the tendency to attribute one's own characteristics to other individuals.
- In the case of projection about others, they project their own characteristics into others.
- **Example**, a person who himself is not bright, energetic, enthusiastic and hardworking may consider others also at that of himself.

• Stereotyping:

- Stereotyping, as an important area of social perception, refers to judging someone on the basis of one's perception of the group to which that person belongs.

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- In stereotyping, people are categorized into groups according to several criteria like age, race, sex and occupation. It is inferred that all people within a particular group possess the same traits.
- **Example**, common stereotyped groups include doctors, professors, engineers, artists, minorities, women, functional and staff specialists, accountants, sales executives and computer programmers, etc.

3rd part: Refer to Question No. 2 (2nd part) of Short Answer Type Questions.

3. Write short notes on the following:

- a) Attribution theory
- b) Factors influencing perception
- c) Stereotyping & Halo effect
- d) Perceptual process
- e) Development of managerial perceptual skills

[WBUT 2015]

[WBUT 2016]

[WBUT 2016]

[WBUT 2018]

[MODEL QUESTION]

Answer:

a) Attribution theory:

- Attribution refers to the process how people interpret; explain the cause of author's or their own behaviour.
- Attribution is a process by which individuals search for causes (attributes) in making interpretations of other individuals' behaviour or of oneself.
- Attribution theory suggests that when individuals observe behaviour, they attempt to determine whether the behaviour is caused internally or externally.
- The determination, whether internal or external, largely depends on certain factors. These are (i) distinctiveness, (ii) Consensus and (iii) Consistency.

b) Factors influencing perception are:

- 1. Attribution and
- 2. Selective perception

1. Attribution

- Attribution refers to the process how people interpret; explain the cause of author's or their own behaviour.
- Attribution is a process by which individuals search for causes (attributes) in making interpretations of other individuals' behaviour or of oneself.

2. Selective Perception

- In the case, of selective perception, individuals selectively interpret what they see on the basis of their interests, experience, attitude and background.
- Selective perception takes place when it becomes impossible for individuals to assimilate everything they see – only certain stimuli can be taken to be considered.

3. Halo Effect

- The halo effect, in social perception, refers to the tendency of judging an individual entirely on the basis of a single trait, like intelligence, sociability or appearance etc., which may be favourable or unfavourable.

4. Projection

- Projection refers to the tendency to attribute one's own characteristics to other individuals.
- In the case of projection about others, they project their own characteristics into others.
- Example, a person who himself is not bright, energetic, enthusiastic and hardworking may consider others also at that of himself.

5. Stereotyping

- Stereotyping, as an important area of social perception, refers to judging someone on the basis of one's perception of the group to which that person belongs.

c) Stereotyping:

- Stereotyping, as an important area of social perception, refers to judging someone on the basis of one's perception of the group to which that person belongs.
- In stereotyping, people are categorized into groups according to several criteria like age, race, sex and occupation. It is inferred that all people within a particular group possess the same traits.

Haloo-Effect:

- The halo effect, in social perception, refers to the tendency of judging an individual entirely on the basis of a single trait, like intelligence, sociability or appearance etc., which may be favourable or unfavourable.
- Example, in the process of selection of employees, a candidate's physical appearance may override all other characteristics while appraising the candidate's performance.

d) Perceptual process: Refer to Question No. 1 of Short Answer Type Questions.

e) Development of managerial perceptual skills:

For an organizational Manager, understanding of human perception is of utmost importance in understanding and controlling the behavior of people at workplace. So, a manager is to acquire certain skills in the perception process. These are:

- Managers should possess a **high level of self-awareness**.
- Managers should **minimize the biases of personal perceptions** by inviting view points of others.
- Managers should **be empathetic enough** and should remove his/her personal impressions to understand problems as seen by other people.
- Managers should **have the capacity/ability to influence the perceptions** of other people at the workplace for continuous accurate flow of work events and that for advantage of all concerned.
- Managers should **avoid common perceptual distortions** that take place in the workplace situations and should try to minimize these distortions to avoid adverse impact.

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- Managers should avoid inappropriate attributions and search the real reasons for such happenings.
- Managers, though Johari window should be able to understand levels of self awareness, that is, what one is conscious in one's social interactions and what one is not.

MOTIVATION

Multiple Choice Type Questions

1. Hawthorne Studies is related to which stage of the organizational behavior evolution [WBUT 2015]

- a) industrial revolution
- b) scientific management
- c) organizational behavior
- d) human relations movement

Answer: (d)

2. Self-Actualisation is [WBUT 2015]

- a) lower order need
- b) higher order need
- c) lower order want
- d) higher order want

Answer: (b)

3. n (Aff) refers to [WBUT 2015]

- a) Need for affiliation
- b) Need for affection
- c) Need for affluence
- d) Need for affinity

Answer: (a)

4. N Ach Theory was given by [WBUT 2016, 2019]

- a) VROOM
- b) McLelland
- c) Alderfer
- d) Maslow

Answer: (b)

5. Force = Valence × Expectancy developed by [WBUT 2016]

- a) Victor Vroom
- b) Herzberg
- c) Maslow
- d) Alderfer

Answer: (a)

6. In Vroom's Expectancy theory, expectancy indicates [WBUT 2017]

- a) probability of achieving the outcome
- b) advancement
- c) award
- d) accounting

Answer: (a)

7. Which of the following is not a hygiene factor according to McGregor's theory?

- a) Job security
- b) Job growth
- c) Work status
- d) Sanitary facilities

Answer: (d)

8. ERG theory was developed by [WBUT 2017]

- a) Maslow
- b) Hertzberg
- c) Alderfer
- d) Robert House

Answer: (c)

9. Which of these theories are also known as 'Maslow's Theory'? [WBUT 2018]

- a) Theory X & Y
- b) Expectancy Theory
- c) Theory of Needs
- d) None of these

Answer: (c)

POPULAR PUBLICATIONS

10. Which of the following plays a major role in enhancing the efficiency of human resources in an organization? [WBUT 2018]

- a) Increase in motivation
- c) Education

- b) Training and personal development
- d) All of these

Answer: (d)

11. Which of the following behavioural scientists proposed the Theory X & Y of motivation? [WBUT 2018]

- a) Frederick Herzberg
- c) F. W. Taylor

- b) Douglas Mc. Gregor
- d) Victor Vroom

Answer: (b)

12. ERG theory refers to

- a) Enhance, Relate & Grow
- c) Existence, Roaming & Growth

[WBUT 2019]

- b) Existence, Relatedness & Growth
- d) Enhance, Retardness & Growth

Answer: (b)

13. Which one of the following is an exceptional motivating factor? [WBUT 2019]

- a) Punishment
- b) Promotion

- c) Participation
- d) Increase in salaries

Answer: (a)

Short Answer Type Questions

1. Analyse the relevance of Alderfer's ERG theory of motivation.

[WBUT 2015]

Answer:

Alderfer's ERG Theory

- ERG Theory was developed by Clayton Alderfer. Alderfer's theory of work motivation is an extension of F. Herzberg's motivation-Hygiene theory and of Abraham Maslow's need hierarchy.
- The ERG theory stands for Existence, Relatedness, and Growth – three sets of needs which are the focal point of ERG theory.
- ERG theory hypothesizes three basic groups of core needs and Alderfer developed the model of hierarchy of needs based on some empirical evidence.

The Main Thrust Area of ERG Theory

- Clayton Alderfer developed his model of hierarchy of needs on some empirical evidence.
- The need inputs (three – needs) in the ERG model do not have any strict lines of destination or demarcation, as in the 'need hierarchy' as proposed by Abraham Maslow, or in two-Fact or theory proposed by F. Herzberg.
- ERG model differs from both Maslow's and Herzberg's theories on motivation, where fulfillment of a lower level need leads to activation of a higher level need.
- Alderfer suggests that there does not exist a rigid hierarchy where a lower level need must substantially gratified before one can move for the next hierarchy.

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

enhancing the efficiency of human training and personal development of these

[WBUT 2018]
proposed the Theory X & Y of
Douglas Mc. Gregor
Victor Vroom

[WBUT 2019]
Existence, Relatedness & Growth
Enhance, Retardness & Growth

motivating factor? [WBUT 2019]
Participation d) Increase in salaries

Questions

ory of motivation. [WBUT 2015]

Alderfer. Alderfer's theory of work's motivation-Hygiene theory and of relatedness, and Growth – three sets of needs of core needs and Alderfer developed empirical evidence.

hierarchy of needs on some empirical model do not have any strict lines of hierarchy' as proposed by Abraham F. Herzberg.
and Herzberg's theories on motivation, to activation of a higher level need.
rigid hierarchy where a lower level need move for the next hierarchy.

- As an instance, according to ERG model, an individual's cultural environment or background may cause the 'relatedness needs' or predominant over unfulfilled existence needs.
- Again, according to ERG model, when a higher level need is frustrated, then the individuals desire to increase a lower level takes place. Thus, frustration of higher level can lead to regression to a lower level need.

2. Write in brief about McGregor's Theory X and Theory Y. [WBUT 2016, 2019]

Answer:

McGregor's 'X' and 'Y' Theories

- In the classic book "The Human Side of the Enterprise" Douglas Murray McGregor has formulated two pairs of assumptions having two sharply opposite concepts to explain human behaviour and management style for motivation. McGregor has characterized these two assumptions as **Theory X** and **Theory Y**.
- According to McGregor, Managerial actions of motivating organizational work force involves certain assumptions and hypotheses relating to human nature and behaviour, which may be useful for predicting human behaviour and action.

Theory X

Theory X is the traditional theory of human behaviour and indicates the conventional approach to managerial motivation and control.

Theory Y

Douglas McGregor has propounded his theory Y with some '*optimistic assumptions*'. The optimistic assumptions of theory 'Y' conceives man himself as an 'end' and that the organization should provide 'means' to achieve 'ends'.

The Assumptions of Theory - X and Theory Y at A Glance (In a Short Form)

Theory X Assumptions About People	Theory Y Assumptions About People
• People, by nature, are lazy.	• People have desire to achieve. They are not lazy.
• They have inherent dislike of work and they work as little as possible.	• People do not inherently dislike work. For them work is natural as play.
• They lack ambition, dislike responsibility and prefer to be directed.	• They are ambitious. They accept responsibility and also seek responsibility.
• They are inherently self-centered and indifferent to organizational needs.	• They exercise self-direction and self-control to the attainment of organizational objectives for which they are committed.
• They, by nature, are resistant to change.	• They recognize and accept organizational goals.
• They are not very bright and lack imagination, ingenuity and creativity.	• They are intelligent and have capacity to exercise imagination, ingenuity and creativity.

POPULAR PUBLICATIONS

3. Illustrate the ERG theory of motivation. With a practical example from the world of business. [WBUT 2018]

Answer:

Alderfer's ERG Theory

- ERG Theory was developed by Clayton Alderfer. Alderfer's theory of work motivation is an extension of F. Herzberg's motivation-Hygiene theory and of Abraham Maslow's need hierarchy.
- The ERG theory stands for Existence, Relatedness, and Growth – three sets of needs which are the focal point of ERG theory.
- ERG theory hypothesizes three basic groups of core needs and Alderfer developed the model of hierarchy of needs based on some empirical evidence.

The Three Basic Groups of Core Needs

According to Alderfer there are three basic groups of core needs which are described as under:

1) Existence Needs

Existence needs are associated with all types of material and physiological desires of an individual that are both work and non-work related. Existence needs include pay, fringe-benefits, perquisites, and physical working conditions, etc.

2) Relatedness Needs

These needs are related to need for satisfactory social and interpersonal relationships. Such needs depend on sharing mutual understanding and interactive influence and sharing of thoughts and feelings with family members, co-workers, supervisors, friends, etc.

3) Growth Needs

These needs are related to development of individual's potential and desire for personal growth and competence.

4. Define Motivation.

[WBUT 2019]

Answer:

- The word 'motivation' is derived from the word 'motive'. According to Berelson and Steiner 'motive' is "an inner state of our mind, that energizes, activates or moves and directs or channels our behaviour towards goals".
- The motivation of a person depends on the strength of his motives. Motives are the whys of human behaviour. Motives arouse and maintain activity and determine the direction of the behaviour of an individual towards cherished goals.
- Motivation is something within a human being that prompts him to action. It is goal-directed and it is itself invisible.
- Psychologists define motivation as that arouses human behaviour, sustains human behaviour and channels human behaviour towards a specific course or direction.
- Thus, motivation may be defined as a process of stimulating human being to action to accomplish desired goals.

5. Highlight the three groups of core needs in ERG theory. [MODEL QUESTION]

Answer:

- Alderfer's ERG Theory
- ERG Theory was developed by Clayton Alderfer. Alderfer's theory of work motivation is an extension of F. Herzberg's motivation-Hygiene theory and of Abraham Maslow's need hierarchy.
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3) Growth Needs

- These needs are related to development of individual's potential and desire for personal growth and competence.

Long Answer Type Questions

1. Discuss the comparative features of Maslow and Herzbergs Theory of motivation. Explain both the theories in detail. [WBUT 2016]

OR,

Compare and contrast the motivational theories of Abraham Maslow and Fredrick Herzberg. [WBUT 2018, 2019]

Answer:

Comparison of Herzberg and Maslow Model

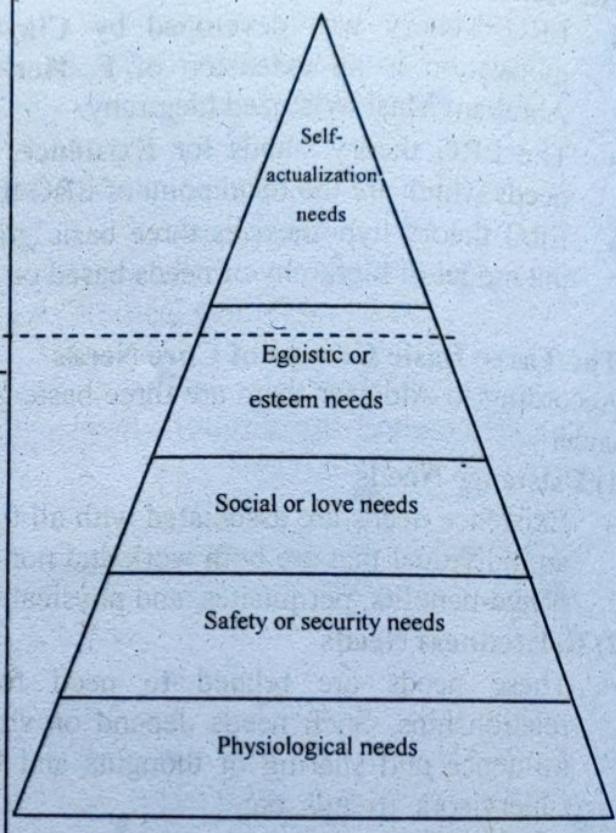
- While comparing the Herzberg and Maslow models, it can be found that both the models aim at what motivates an individual.
- Maslow explained motivation in terms of need hierarchy where he has placed five needs in a sequential order, such as physiological, safety or security, egoistic or esteem and self-actualization needs.
- In the opinion of Maslow, an unsatisfied need become a motivating factor for an individual and accordingly governs his behaviour to that direction.

POPULAR PUBLICATIONS

MOTIVATIONAL FACTORS (REAL MOTIVATORS)
→ Achievement
→ Recognition
→ Advancement
→ Work itself
→ Possibility of growth
→ Responsibility

HYGIENE OR MAINTENANCE FACTORS:
→ Company policy and administration
→ Technical supervision
→ Interpersonal relations with supervisors
→ Interpersonal relations with peers
→ Inter personal relations with subordinates
→ Salary
→ Personal life
→ Working conditions
→ Status

HERZBERG MODEL



MASLOW MODEL

Herzberg theory of motivation

- Herzberg has propounded two-factor theory of work motivation, namely, hygiene and motivational factors.
- Hygiene factors include 10 components like company policy and administration, technical supervision, inter personal relationships with supervisors – peers – subordinates, salary, job security, personal life and status.
- Again, motivational factors include six (6) components like achievement, recognition, advancement, work itself, possibility of growth and responsibility.
- The hygiene/maintenance/environmental factors prevent job dissatisfaction, but they do not provide motivation to the employees.
- Hygiene factors provide no motivation to the employees, but the absence of hygiene factors serve as dissatisfiers to the employees.
- But motivational factors have a positive influence on the efficiency and higher productivity resulting in high level of job satisfaction and morale of the employees.

- The above diagram will show that Maslow's physiological, security, and social or love needs come under Herzberg's hygiene or maintenance factors, while self-actualization needs under motivational factors.
- If the above diagram is seen to its precision it would be clear and vivid that some divisions of esteem need like status and others come under hygiene / maintenance factors, while advancement, recognition coming under motivational factors.
- Herzberg developed two-factor theory from *empirical study*, whereas Maslow propounded his need hierarchy theory from his *clinical experience*.
- Herzberg study was based on the professionals like engineers and accountants, whereas Maslow's theory has got its applicability to all kinds of people.

2. Explain the Need Hierarchy theory of Maslow in detail with the help of a diagram clearly showing the different levels of it. Substantiate your answer with suitable examples for each level. [WBUT 2017]

Answer:

Maslow's Theory of Need Hierarchy

Maslow's need hierarchy postulates human needs into five levels, where each level represents a group of needs. The five basic human needs are:

1. Physiological Needs
2. Safety or Security Needs
3. Social / Love Needs
4. Egoistic / Esteem Needs
5. Self-Actualization Needs

A detailed description of each level needs are given below:

1. **Physiological Needs:** Physiological needs are primarily the needs arising out of physical survival. These needs are the most basic, powerful and form the foundation of the hierarchy. These needs are – needs for food, thirst, sleep, clothing, shelter and sex etc. which arise out of physiological or biological tension. Until these basic needs or physiological drives are reasonably satisfied to the degree needed for the comfortable operation of the body, then the upper levels of needs will provide him with little motivation. Again, once these needs are reasonably met, they no longer motivate an individual.

For example, a hungry person would be motivated to search for food and getting something to eat. Once, that hungry person has consumed food, then need for food would become non-existent or secondary and hence need for food would no longer be a motivator for him.

2. **Safety or Security Needs:**

- Once the physiological needs are reasonably met, man's safety or security needs become predominant and become motivators. These include both emotional and physical dimensions as security from loss of satisfaction of physiological needs, needs for protection against danger, threat, loss of job and property, stability and also an orderly environment.

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- Like physiological needs, once the safety or security needs are reasonably met, they would no longer be motivators for an individual.

3. Social Needs / Love Needs / Need for Belongingness: When both the physiological and safety or security needs are reasonably met, the need for belonging becomes uppermost. These needs include the need for meaningful relations with other, friendship, love, affection, respected place in the group, trust, admiration and social intercourse.

4. Egoistic / Esteem Needs: When the physiological, safety or security and need for belongingness are reasonably satisfied, egoistic or esteem needs arise. These needs are basically concerned with a feeling of self confidence and self-worth, urge for achievement, status, prestige, reputation, competence and power, respect and esteem from others.

5. Self-Actualization Needs:

- The self-actualization need is the highest level of need in Maslow's model of hierarchy. When all other needs in the hierarchy have been reasonably met, the need for self-actualization comes in the hierarchy.
- These needs refer to the desire for self-development, to realize one's own potentialities.

Maslow's Need Hierarchy

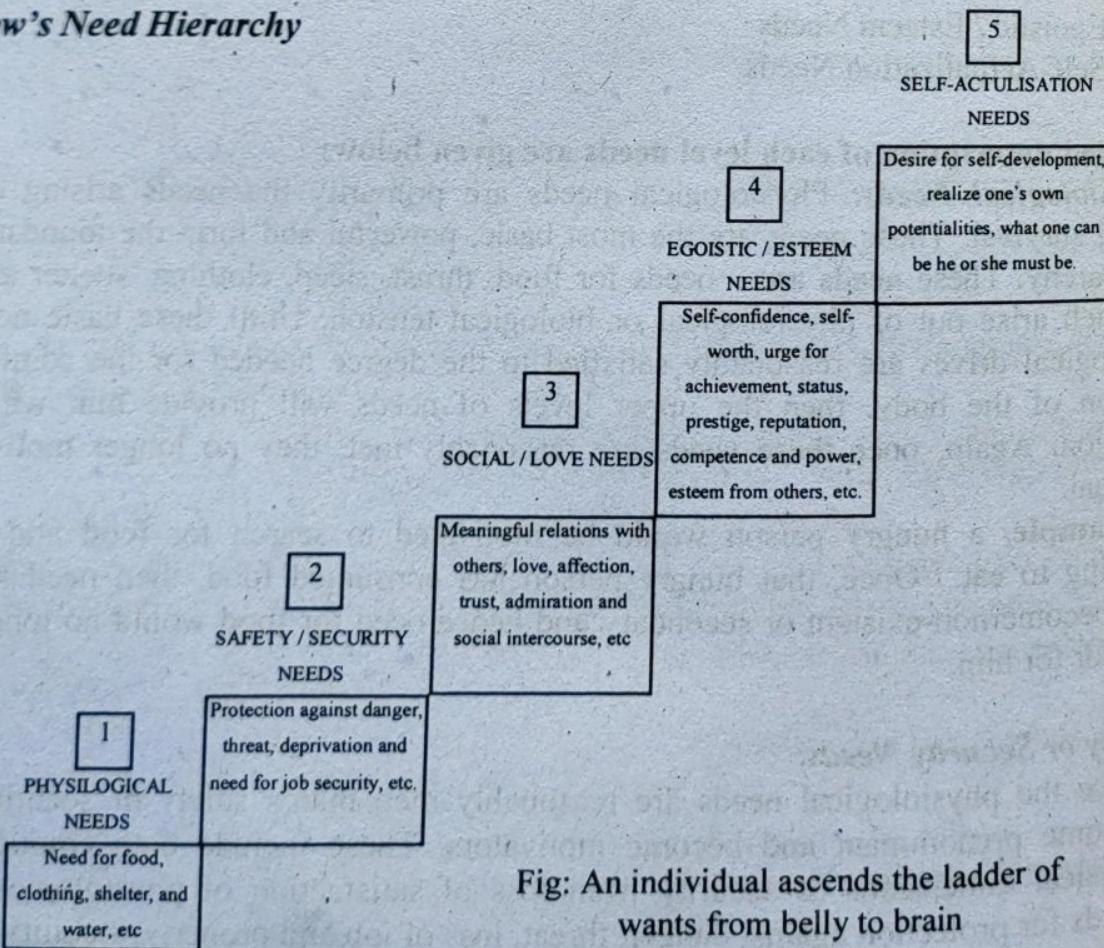


Fig: An individual ascends the ladder of wants from belly to brain

3. How is Maslow's theory related to ERG theory? Write down the main criticisms of Herzberg's theory. [WBUT 2017]

Answer:

1st part:

Relationship of Maslow's hierarchy of needs theory and Alderfer's ERG theory

- Clayton Alderfer developed his model of hierarchy of needs on some empirical evidence.
- The need inputs (three – needs) in the ERG model do not have any strict lines of destination or demarcation, as in the 'need hierarchy' as proposed by Abraham Maslow, or in two-Factor theory proposed by F. Herzberg.
- ERG model differs from both Maslow's and Herzberg's theories on motivation, where fulfillment of a lower level need leads to activation of a higher level need.
- Alderfer suggests that there does not exist a rigid hierarchy where a lower level need must substantially gratified before one can move for the next hierarchy.
- As an instance, according to ERG model, an individual's cultural environment or background may cause the 'relatedness needs' or predominant over unfulfilled existence needs.
- Again, according to ERG model, when a higher level need is frustrated, then the individuals desire to increase a lower level takes place. Thus, frustration of higher level can lead to regression to a lower level need.

2nd part:

Criticism of Herzberg Theory

The theory of Herzberg has been criticized on the following grounds:

- Herzberg developed his theory on the basis of 'critical incident method' as a result his theory is 'method bound', whereas a number of other methods used for similar study for measuring satisfaction and dissatisfaction fail to support the validity of Herzberg's contention.
- In Herzberg's study, professionals like engineers and accountants were interviewed who may like challenging job and responsibility (motivational factors), but the large number of workforce may be differently inclined to salary, job security, working conditions and status (Hygiene factors/Maintenance factors)
- Herzberg laid too much emphasis on 'job enrichment'. But job enrichment can not be a distinct motivational factor to the employees. Off-the-job satisfaction is also very relevant to the workforce. Herzberg did not attach much importance to salary, interpersonal relationships, job security, status, etc, which are generally considered to be the important contents of job satisfaction..

4. What do you mean by positive and negative motivation?

[WBUT 2018]

Answer:

Positive motivation	Negative motivation
1. Positive motivation is the type of motivation a person feels when he/she expects a certain positive reward.	Negative motivation means the act of forcing employees to work by means of threats and punishment

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Positive motivation	Negative motivation
2. In case of positive motivation someone is motivated by a reward that lies in the immediate or distant future of the expectation of that reward motivates someone.	It is the negative treatment exercise on the employees who are not performing their work as expected of them
3. An example of positive motivation is when a father tells his son, "if your score high marks and grades in the current examination, I will give you a motor bike".	Examples: Provisions relating to demotion dismissal, transfer penalties, etc are a few examples of negative motivation.

5. Discuss, in brief, Victor H. Vroom's Value – Expectancy Theory of motivation.

[MODEL QUESTION]

Answer:

Victor H. Vroom's Value – Expectancy Theory of motivation

- The expectancy theory was first formulated in the area of work motivation in 1964, by the renowned psychologist **Victor H. Vroom**.
- The expectancy theory is built on the premises of value, expectancy and force.
- Vroom holds that people will be motivated to do things to achieve certain goals if they believe in the worth of that goal and expect that certain actions on their part will help them in achieving that goal.
- Vroom's expectancy theory postulates that people's motivation toward opting for any action will be determined by the **value** they attach on the outcome of their effort, multiplied by the **confidence** they have that **their efforts** will materially contribute in achieving that goal.
- **Vroom's theory may be stated as:** Motivation (Force) = Valence × Expectancy: where FORCE is the strength of a person's motivation; VALENCE is the strength of an individual's preference for an outcome and EXPETANCY is the probability that a particular action will lead to a desired result.

The three variables which are stated in the expectancy theory are explained below:

1. Instrumentality (Force) or Motivation

- Instrumentality is the force or strength of a person's motivation. It may also be referred to as the performance-reward relationship. Instrumentality deals with the potential to achieve the desired outcomes as a result of performance.
- Instrumentality refers to a person's belief that his performance will lead to a particular desired outcome or result. **For example**, it is the belief and expectation of an engineer that if he works hard in improving his technical skills, he may get a promotion. Here, working hard to improve technical skills – is the first-level outcome and to get a promotion – is the second level outcome, which is the ultimate reward.

2. Valence

- Valence refers to the value a person assigns to his desired reward or outcome. It is the strength of an individual's preference or importance to a particular outcome. Valence deals with the unsatisfied need of an individual.

HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL BEHAVIOUR

- For example, an individual may be motivated to his work – if he gets recognition and status only. Here pay raise will not be able to motivate him.
- Again, for another individual, pay raise may be the motivating factor.
- Valence is the perceptual value of the reward (not the actual value) in the mind of an individual.

3. Expectancy

- Expectancy refers to the probability that a particular action will lead to a desired outcome. For example, if a student of BBA (Hons) works hard during the semester, he will expect to perform well in the final BBA (Hons.) examination. He may or may not do well in the final examination, as there is some probability attached to this outcome, which is, doing well in the examination.
- Thus, expectancy entails an evaluation of how much effort the performance will demand and the probability of achieving that performance. So, expectancy is the probability of connection between effort and performance.
- For example, when a person buys a "JACK-POT LOTTERY TICKET" he buys in the hope to winning the prize. Here, buying the ticket is the expectancy.

6. Develop the need theory initiated by David C. McClelland.

[MODEL QUESTION]

Answer:

McLelland's Need Theory:

- David C. McClelland, a Harvard Psychologist, has contributed to the understanding of motivation by identifying three types of basic motivating needs.
- He classified these needs as (i) need for power (n/PWR), (ii) need for affiliation (n/AFF), and (iii) need for Achievement (n/ACH).
- Considerable research has been done by McClelland and his associates with respect to three socially-developed motives in different individuals, i.e., affiliation, power and achievement.

The Three Needs

A brief description of the three needs is summarized as under:

➤ A: Need For Power (n/PWR)

- McClelland and his research team identified that people with a high need for power have a desire to affect and control the behaviour of other people, influence them and to manipulate the surroundings.
- Individuals with a high need for power usually attempt to influence others directly; they seek positions of leadership or are seen as 'dominating person'. They are good conversationalists, argumentative, forceful, demanding and outspoken.
- Such individuals usually show high degree of loyalty to their organization, are superior performers and posses strong sense of equity and justice and also eager to sacrifice self-interest for the cause of general and organizational interests.

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➤ **B: Need For Affiliation (n/AFF)**

- Individuals with a need for affiliation usually reflect a strong desire for friendly and warm relationships with others. Such individuals desire pleasure from being loved and tend to avoid the pain of being rejected by others.
- Such individuals maintain pleasant social relationships, enjoy a sense of intimacy and understanding and friendly interaction with others.
- Such individuals are highly motivated and better performers, and are ready to console and help others when in any trouble.

➤ **C: Need For Achievement (n/ACH)**

- Individuals with a high need for achievement have a strong desire for success and have intense fear of failure. They accept, and perform well in challenging assignments which requires creativity, imagination and hard work.
- Again such individuals set moderately difficult (but not impossible) goals for themselves. They want to be challenged, take calculated and a realistic approach to risk.
- Individuals with a strong need for achievement prefer to analyze and assess problems and succeed in competitive situations and assume personal responsibility for actuating.
- Instead of being motivated by financial incentives or simple praise, such individuals derive greater excitement and pleasure by accepting and solving a complex or complicated assignment.

5. Write short note on Maslow's need hierarchy theory.

[WBUT 2018]

Answer:

Refer to Question No. 2 of Long Answer Type Questions.

GROUP BEHAVIOUR

Multiple Choice Type Questions

1. Delphi technique consists of [WBUT 2019]
- a) the views of government policies
 - b) the views of the Managing Director only
 - c) views of the investors
 - d) views of a panel of experts in response to a questionnaire given to them

Answer: (d)

2. is characterised by the development of close relationship and cohesiveness within the group and in this stage members develop a strong sense of group identity and commaraderie [MODEL QUESTION]

a) Forming b) Storming c) Norming d) Performing

Answer: (c)

3. The 'in-group' and 'out-group' concepts were used in [MODEL QUESTION]
- a) Leader-member exchange theory
 - b) Life-cycle model
 - c) Leadership participation model
 - d) Path-Goal theory

Answer: (a)

Short Answer Type Questions

1. What are the five main stages of Group development? [WBUT 2014, 2018]

Answer:

Stages of Group development

The five-stage model of group development is explained as under:

1. The Forming Stage

- 'Forming' stage is the **first stage** in the group development process. Forming stage means the formation stage of the group.
- Forming stage is the stage which passes through much uncertainty.
- Under this stage, the group members feel uncertainty as to the group's objective and purposes, the structure and design of the group and also as to its leadership.
- At this stage of formation of the group, members remain concerned with exploring friendship and task structure and also determining what types of behaviour is acceptable to the group.
- The forming stage gets completed when members consider themselves as a part of the group.

2. The Storming Stage

- The second stage in the development of group is characterized by conflict among group members.

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- Though, in this stage, members accept the existence of group yet, disagreement arises in the issues relating to task structure and procedures, behavioural expectations, role assignments, leadership, controlling and lastly power allocations.
- At this stage, the main issues before the group are to search for resolution of the disagreements and conflicts and generate an environment of belongingness, so as to reach to the next stage.

3. The Norming Stage

- **The third stage** in the development of group is characterized by close relationships among group members, sense of group identity, group cohesiveness and camaraderie.
- At this stage, due to close relationships and group cohesiveness, members form new standard roles and expected level of behaviour for the group.
- When new group standard roles and expected level of behaviour, etc. are identified, the participation and involvement of group members becomes high.

4. The Performing Stage

- **The fourth stage** in the development of group is characterized by a fully functional group.
- At this stage, group energy moves from 'work-group' to 'team-work', getting to know to task accomplishment, and production to productivity.
- The performing stage is the ideal and last state in the development of group, when the work-groups are permanent.

5. The Adjourning Stage

- **The fifth and the last stage** in the development of group is characterized by disbanding of group activities, in case the groups are temporary in character.
- Adjourning is the last stage in the case of groups like temporary committees, task forces and other similar temporary groups which are set up for performing specific tasks.
- When the tasks assigned to the groups are completed, the groups prepare for its disbandment.
- The effects and responses of members towards disbandment vary in this stage. Some members feel sad and depressed at the loss of friendship and camaraderie. On the other hand, some members feel happy for fulfillment of group's task performance.

2. What are the six steps of collaborative decision making?

[WBUT 2014]

Answer:

Six steps of collaborative decision making:

I. Defining the problem

It is essential for the collaborative decision maker to find and define the problem before he takes any decision. Clear definition of the problem is very important because the right answer can be found only for a right question.

II. Analysing the problem and gathering information

The proper analysis of the problem involves classifying the problem. Without proper classification, the effectiveness of the decision may be jeopardized.

III. Developing alternative solutions

There can be no decision making if there are no alternatives. In every problem alternatives exist and effective planning involves a search for the alternative representing the best path to a desired goal. The development of alternatives will often unearth so many choices before the manager.

IV. Selecting the best from the alternatives

After evaluating the available alternatives, the best alternative is to be chosen.

V. Implementation of the decision

The decision by itself is not goal achieving. The decision will have no significance unless it can be implemented. For effective implementation of the decision, it has to be accepted by the real executors.

VI. Feed back

Decision, after implementation, leaves certain implications. It would be a foolish proposition that the decision can not be wrong. The decision maker should, therefore, institute an effective system of reviewing the decisions and if the decisions are found wrong, they should be changed, adjusted to the changing environment or situation and modified for future better results and also for enterprises stability and growth.

3. What is the importance of groups in an organization?

[WBUT 2017]

Answer:

Importance of groups in an organization

- Groups, by aggregating their own resources, can provide much more input and unique contribution to the decision-making process.
- As groups are made of heterogeneous people, they can reflect the heterogeneity to the decision-making process.
- Groups can provide comprehensive information and knowledge to the decision-problem and generate alternatives for arriving at a feasible solution to the decision-problem.
- Group can eye at all possible angles of a given problem, as it is made of people with different backgrounds, abilities, skills and outlooks.

Long Answer Type Questions

1. Explain the stages of group formation using a diagram. What are the requisites of an effective group?

[WBUT 2016]

Answer:

1st part: Refer to Question No. 1 of Short Answer Type Questions.

2nd part:

The characteristics or features or nature of group are summarized below:

A collection of two or more individuals who are working together, where –

- Individuals are interacting
- Individuals are interdependent
- Individuals have a stable patterns of relationships
- Individuals perceive themselves as being a group
- Individuals are aware of one another.
- Individuals share common goals, and thus fulfill common interests and goals.

2. Write short notes on the following:

a) Stages of group development

[WBUT 2015]

b) Advantages of group decision making

[WBUT 2016]

c) Informal group

[WBUT 2018]

d) Nominal Group method

[WBUT 2019]

Answer:

a) Stages of group development:

Refer to Question No. 1 of Short Answer Type Questions.

b) Advantages of group decisions are summarized as below:

- Groups, by aggregating their own resources, can provide much more input and unique contribution to the decision-making process.
- As groups are made of heterogeneous people, they can reflect the heterogeneity to the decision-making process.
- Groups can provide comprehensive information and knowledge to the decision-problem and generate alternatives for arriving at a feasible solution to the decision-problem.
- Group can eye at all possible angles of a given problem, as it is made of people with different backgrounds, abilities, skills and outlooks.
- Group decisions become easier for implementation, as the implementing people belong to the same group.
- Group decisions are democratic in nature, because the decision problem is shared with the group and solution alternatives are evaluated by the group and thus the final decision is arrived at.
- Decisions, done by groups, are based on facts, figures and rationality, ignoring assumptions, sympathy and emotionalism.

c) **Informal group:**

1. An informal group is not designed by the management of the organization.
2. Such groups develop automatically according to the situation and the work environment.
3. In informal groups, goals and objectives are based upon socio-psychological support and based on interest, interaction, communication, personal likings and disliking, emotions, prejudices, etc.
4. Such groups are loosely structured with only unwritten norms of behavior enforced by consent of group members.

d) **Nominal Group method:**

- Nominal group decision making technique is a system where all the group members meet face to face and a problem is presented to the group members for their independent judgement.
- Each member independently writes down his/her ideas on the problem.
- Each member takes his/her turn in presenting their idea and no decision takes place until the ideas presented by all the members of the group are recorded.
- Lastly, the group discusses the ideas where each group member independently Rank orders of the ideas and the final decision is determined by the idea with the highest ranking.

3. a) **Discuss the factors that contribute to group cohesiveness.**

b) **State the consequences of group cohesiveness in an organisation.**

[MODEL QUESTION]

Answer:

a) **Group cohesiveness**

- The term ‘cohesion’ means ‘act of sticking together consistently’ or ‘the tendency to remain united’.
- In the context of organizational behaviour ‘Group cohesiveness’ may be defined as the degree of sticking together of the members of the group to each other as well as to the group consistently.
- In other words, group cohesiveness refer to the attraction and closeness of members of the group towards each other as also to the group, which results strong commitment and motivation towards the cause of the group.

Determinants of Group cohesiveness

The determinants or the factors that contribute to group cohesiveness are summarized as under:

1. **Amount of time spend together**

- The more the time the organizational members spend together, the more they will find opportunities to interact frequently with each other, the result of which may bring closeness of members to each other and strengthen the degree of cohesiveness.

2. Facing difficulty in entry

- There are some organizations whose memberships are very carefully selected. And once selected, the new members feel delighted with a sense of pride.
- This applies to entry to more exclusive and elite groups. The entries to such groups are based on certain parameters/characteristics which are common to all members. As a result, the liking, closeness and attraction towards group members develop.
- Thus, in case, facing more difficulty in entry to a group, the more cohesive that group becomes.

3. Size of the Group

- One of the basic foundation for group cohesiveness is the frequent and close interaction among group members.
- If the size of the group expands, it becomes very difficult on the part of the individual members to interact closely with all other members of the group and consequently the expanded group hinders group cohesiveness.
- Again, if the size of the group expands, there remains possibilities of forming small groups within the large groups, which may deter group cohesiveness.

4. Threats from outside

- Sometimes, group's face threats from external sources. Group's cohesiveness will increase when the group faces such threats from external sources. Such threats bring the individual members united together for moving towards greater cohesiveness.

5. Group with Mixed-Sex

- 'Sex' plays an important role in group cohesion. Research findings show that larger groups with mixed sex have better cohesion and in case, the group is small but formed with same sex, there is also better cohesion.

6. Values, beliefs and attitudes

- Values, beliefs and attitudes, etc. also play an important factor for fostering group cohesion.
- Individual members having similarity of values, beliefs, morals and attitudes enjoy the association, creating a friendly place to work. This, in turn, increases group cohesiveness.

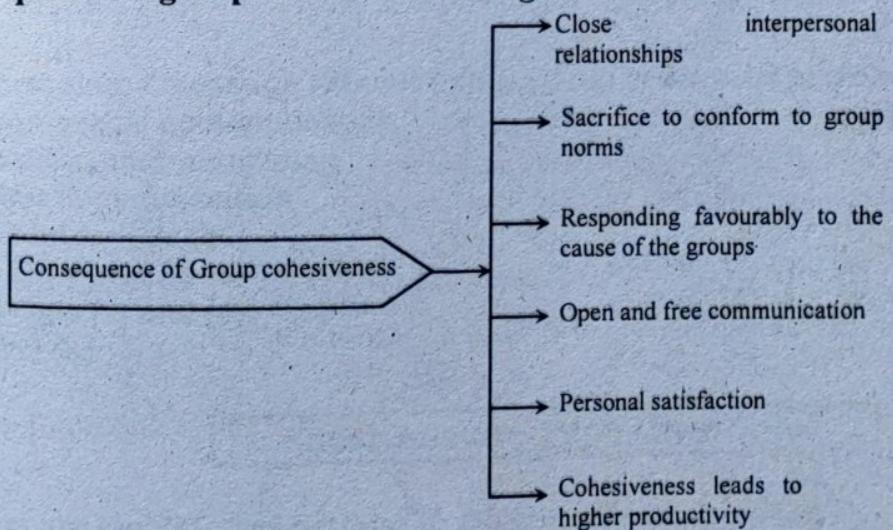
7. Record of previous success

- Organizations having success records find it easier to attract new entrants and retain people in the organization.
- The group members' feelings of having been associated with a successful organization, can help to generate and reinforce camaraderie which ultimately leads to increased group cohesiveness.

b) Consequences of group cohesiveness in an organisation are as follows:

- **Close interpersonal relationships**
 - Members of the group consider the group like a family and try to assist and support other members of the group in times of need and thus creates a strong bond of friendship.
- **Sacrifice to conform to group norms**
 - Individual members in the group possess their own norms, values, beliefs and attitudes which sometimes may create conflict with the group norms.
 - The members of the group sacrifice in order to conform to the group norms.
- **Responding favourably to the cause of the group**
 - Individual members of the group will respond to the cause of the cohesive group.
- **Open and free communication**
 - As the members of the cohesive groups share common values, beliefs, and attitudes, they become more communicativeness.
- **Personal satisfaction**
 - Members of a cohesive group become more satisfied than that of a member of a less cohesive group.
- **Cohesiveness leads to high productivity**
 - Cohesive groups generate a significant positive impact on performance outcomes.

Consequence of group cohesiveness at a glance:



4. Write short note on Group Decision Making.

[MODEL QUESTION]

Answer:

- All organizations are composed of people. Management of an organization has to take a series of decisions every day.
- Many decisions in organizations are made by single individuals and
- The group decisions are said to be those decisions which are taken by a group of individuals, a committee or a board.
- Such decisions are taken for major issues.

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- As, a group decision is based on joint consultation, they become more effective in practice.
- Further, when members in a group participate in the decision making process, the chances of subjective errors are reduced.
- Generally, very important and sensitive issues of the organization are referred to for group-decisions.

Characteristics or Nature of Decision-Making Groups

The nature/characteristics of group decision-making are summarized below:

- Groups can deliver more input into the decision-process by aggregating the resources of many individuals.
- As, groups are constituted by heterogeneous people, groups can contribute heterogeneity to the decision-process.
- In groups, more members look at the same problem, identify the problem and prescribe feasible solutions to the problem.
- Group decisions are based on objectivity, facts and rationality.
- Group decisions, are more democratic in nature.
- In terms of implementation, group decisions are more effective as the implementing persons belong to decision-making group.

COMMUNICATION

Multiple Choice Type Questions

1. An example of lateral communication process is, [WBUT 2015]
a) vice president to manager b) manager to executive
c) executive to executive d) all of these

Answer: (c)

2. Which of the following represents the last stage of communication process? [WBUT 2016, 2018]
a) decoding b) encoding c) feedback d) filtering

Answer: (c)

3. Communication begins with [WBUT 2017]
a) idea origination b) encoding
c) decoding d) channel selection

Answer: (a)

4. "Wheel" is a _____ channel of communication. [WBUT 2018]
a) strategic b) formal c) ambiguous d) informal

Answer: (d)

5. Expressing a message without using words is referred to as [MODEL QUESTION]
1) Non-verbal communication
2) Written communication
3) Oral communication
4) Silent language
a) Only (1) and (3) b) Only (1) and (4)
c) Only (2) and (4) d) Only (3) and (4)

Answer: (b)

Short Answer Type Questions

1. What are the different barriers to effective communication? [WBUT 2015]
OR,

Discuss the major barriers to effective communication. [WBUT 2019]

Answer:

The barriers to communication may be in the following forms:

1. Poorly Designed Message

The message should be properly planned, designed and then delivered to the receiver otherwise the message will lose its worth.

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2. Un-Communicated Assumptions

When the sender and the receiver perceive the same information/message differently, it causes barriers to the communication.

3. Faulty Expressions and Translations

Communication badly expressed through use of inadequate words result in lack of clarity and precision.

4. Semantic Block

Words and concepts have different meanings for different persons. The sender of the message should use the words which the receiver can understand. In order to avoid communication break-down, words having more than one meaning should be avoided.

5. Filtering

Filtering refers to deliberate manipulation of information by the sender to make it appear more favourable to the receiver. Such intentional withholding of communication stands as barriers to effective communication.

6. Noise Barriers

Noise may cause interference in the process of communication by distraction or blocking a part of the message, as a result, the strength of the message may be diluted.

7. Poor and Faulty Listening

Due to poor and faulty listening, the message transmission gets hindered.

8. Emotional State of the Receiver

Emotional factors are one of the prime barriers in inter-personal communication. Extreme emotions hinder effective communication as it generates emotional judgment against rational judgements.

9. Organizational Blocks

According to Edmeend P. Learned and David N. Ulrich, "good communication exists where anyone in the organization is free to contact whoever can help him with his problems". Frustration is generated when organizational members are restricted to communicate in formal channels only. This hinders effective communication.

10. Status Blocks

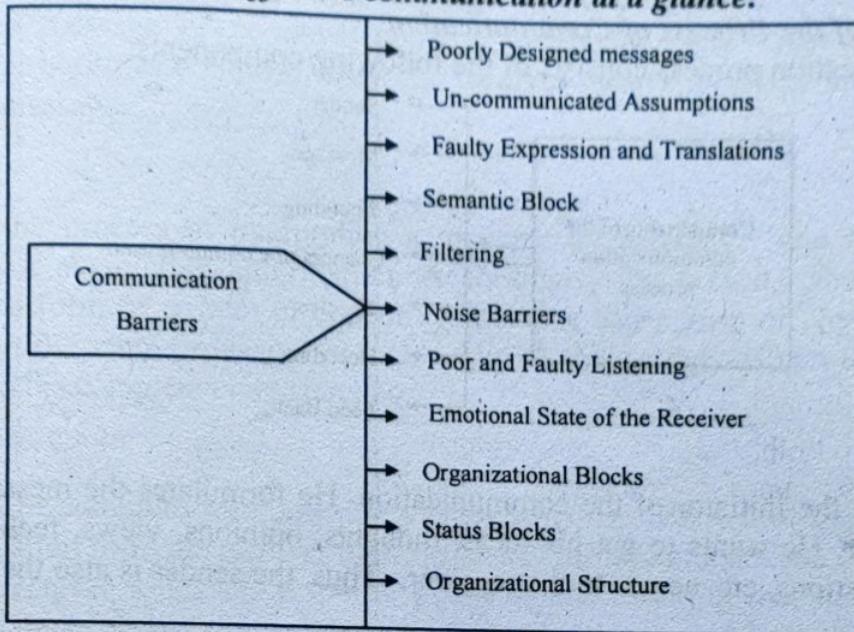
Status block harms the communication process in the upward direction. Subordinates do not feel free to report their problems and shortcomings to their superiors because of status barrier.

11. Organisation Structure

The structure of the organization may create problems of communication for the reason that the structure may involve several layers of supervision and long communication lines. As a result, communication may break-down at any one level of the channel due to faulty transmission. In the words of W.C. Bennis, "communication gets distorted particularly as it goes up the hierarchy".

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Diagram showing barriers to effective communication at a glance:



Long Answer Type Questions

1. Define communication. Explain the communication process. What are barriers to effective communication? [WBUT 2014]

Answer:

1st Part:

Meaning of Communication

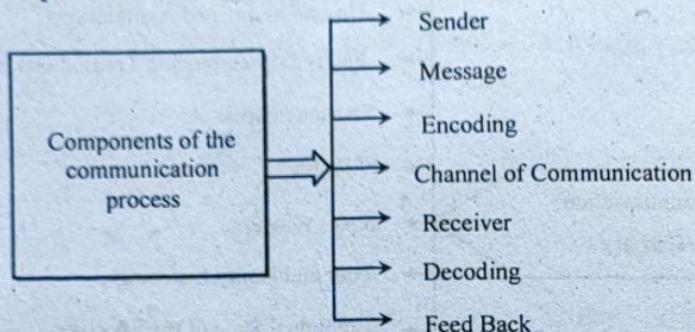
- The origin of the word 'communication' is derived from the latin word 'communis' which implies 'common'. So, it is evident that communication is concerned with imparting a common idea or understanding
- To understand the actual meaning of communication, **Louis A. Allen's** definition may be cited:
"Communication is the sum of all things, one person does when he wants to create understanding in the minds of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding."
- Thus, by understanding the different views on communication contributed by different thinkers, it could be explained that **communication is a process to effect a transfer of information and understanding from one person to another and also making oneself understood by the other.**

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2nd Part:

Components of the Process of Communication

The communication process consists of the following components:



Sender

The sender is the initiator of the communication. He formulates the message. He is the communicator. He wants to get his ideas, thoughts, opinions, views, feelings, attitudes, orders, suggestions, etc. across to the receiver. Thus, the sender is also the transmitter of the message.

Message

The communication process begins with the sender with a message. The message indicates what the sender wishes to convey or pass to the receiver. The message which is to flow from the sender must be simple and clear. While sending or transmitting a message, the sender (communicator) must take into account and consider the matter of receptivity of the receiver or the communicatee.

Encoding

Encoding means putting a message into words or images. The sender or the communicator of the message will organize or translate his message into words, symbols or gestures or some other form of expression, so that the receiver can easily understand the message. Using appropriate words, symbols or gestures can make the encoding of the message very clear, receptive and effective. Further, for effective encoding, the communicator is to possess three encoding skills – speaking, writing and body language.

Channel of Communication

The sender or the communicator has to choose a channel for sending or transmitting the required ideas, thoughts, feelings, etc. to the receiver or the communicatee. The channel is the way or means to convey the message. So, the channel is the medium of transmission of message from one person to another. For effective communication, the channel should be appropriate for the message sent. The channel used for communication may be in the form of a face-to-face conversation, a telephone conversation, in writing, e-mail, fax or through any other form of physical gestures. For selecting an appropriate channel, the needs and requirements of the receiver must have to be considered by the sender.

Receiver

Receiver is the person who receives the message. In other words, receiver is the person for whom the message or communication is meant for. The cycle or process of communication becomes complete when the receiver clearly receives, understands and perceives the message.

Decoding

Decoding is the process of interpreting a message by a receiver and translating the message into a meaningful information. Accordingly, the person, who receives the message in the form of written or oral or symbolic or other form of physical gestures, tries to convert the same (message) in such a way so that he may extract the meaning of the message to his complete understanding.

Feed Back

In the context of communication, feedback is the response, reaction or return or reply to the communication from the receiver to the sender of the communication. In the feedback process, the receiver sends his response to the sender ensuring that he has received, perceived and understood the message in the same sense as the sender meant it. Thus, the feedback to the sender completes the cycle of the process of communication.

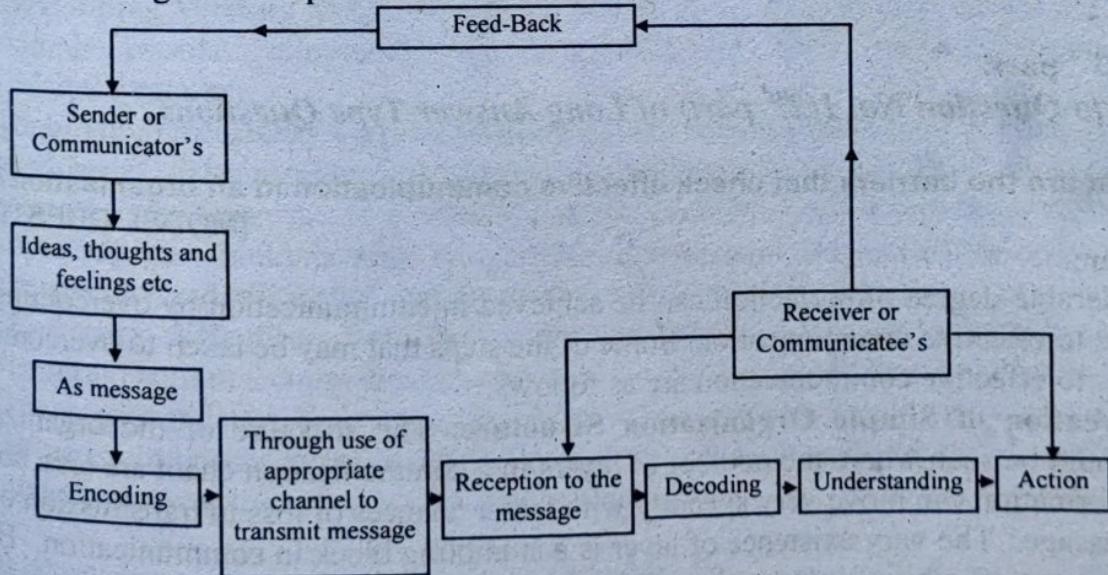
Thus, the whole process of communication runs as under:

The sender transmits a message through

The most suitable channel/media, and

The receiver gets, receives the message and decodes it and provides feedback.

Diagram showing the total process of Communication



3rd Part: Refer to Question No. 1 of Short Answer Type Questions.

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2. What is the need for communication in effective management practice? Explain the process of communication. What are the barriers to communication?

[WBUT 2016]

Answer:

1st part:

The role, significance and importance / need of communication, in the context of organizational management, is enormous. The need for communication in organizational management can be judged from the following points:

- Actuating is the task of a manager. Managerial functions like planning, organizing, directing, controlling, reporting, budgeting and decision-making, etc. can be performed efficiently, if there is an effective system of communication.
- The smooth and unrestricted running of an organization indicates the existence of an efficient system of communication.
- Effectiveness of managerial leadership is greatly determined by the adequacy and clarity of communication.
- Proper communication between management and the employees can reduce the points of friction, eliminate delays, confusions, misunderstanding and improve harmonious relations in the organization.
- Communication acts as the tool for direction, leadership and control and helps the administration to arrive at a decision on vital matters.
- Effective communication system plays an important role in achieving co-ordination and synchronization of efforts of group of people working at different levels.
- Lastly, the significance, role and importance of communication may be expressed by remembering the words of **Herbert G. Hicks**, "communication is basic to an organization's existence from birth of the organization on through its continuing life. When communication stops, organized activity ceases to exist".

2nd & 3rd part:

Refer to Question No. 1(2nd part) of Long Answer Type Questions.

3. What are the barriers that check effective communication in an organisation?

[MODEL QUESTION]

Answer:

Considerable degree of perfection can be achieved in communication by overcoming the barriers to effective communication. Some of the steps that may be taken to overcome the barriers to effective communication are as follows:

1. **Creation of Simple Organization Structure:** The structure of the organization should be such where the number of layers in a communication chain are less, so that information can move very speedily with lesser chances of loss in transmission of the message. The very existence of layer is a stumbling block in communication. Every layer cuts off a bit of information. Warren G. Bennis has stated, "communication gets distorted, particularly as it goes up the hierarchy".
2. **Be Clear about What to Communicate:** The communicator must be clear in his mind with the information he wants to communicate. The message can only be

conveyed properly if it is clearly formulated in the mind of the sender of message. The message should be encoded in the simple language so that the receiver can understand and comprehend easily.

3. **Differing in Perceptions:** Because of the perceptual selectivity, everyone may try to evaluate the information or message he receives from his own point of view. As a result, the actual sense of the communication may be lost. The hindrances in communication process created by perception may be remedied if both the communicator (sender) and the communicatee (receiver) are able to appreciate the view points of each other.
 4. **Semantic or Language Barriers:** The communicator (sender of the message) should use the words which the communicatee (receiver of the message) can understand. In order to avoid communication break-down, words having more than one meaning should be avoided.
 5. **Removing Emotional Constraints:** The interpretation of a message depends very much upon the emotional state of mind of the receiver as well as the sender. Emotions can severely cloud and distort the transference of the message. Extreme emotions hinder effective communication. So, extreme emotions to be removed so that, instead of emotional judgement, rational judgement may be given.
 6. **Improve Listening Skills:** There is no point in speaking when no one is listening. Listening is an active search for meaning, on the other hand hearing is passive. Listening is a very important part of the communication process. Listening is nothing but an active mental process and it goes beyond simply hearing. Good listening habits may be enhanced by developing empathy with the sender of the message. An empathetic listener carefully listens to what is being said and reserves judgement on the content of the message only.
 7. **Developing Writing Skills:** Messages, written in precise, as clear as possible and in simple words, eliminates the possibility of both misunderstanding and misinterpretation.
 8. **Removing Credibility Gaps:** Communication starts with a climate of trust, openness and belief. The receiver must have the confidence in the sender. The sender also should earn the trust and confidence of the receiver. Only atmosphere of trust and openness can build healthy relationship and remove the credibility gaps. Thus, barriers to credibility gaps may be removed in communication.
 9. **Ensuring Effective Feed-Back:** Simply passing of an information is no communication. Communication is a two-way traffic, hence feed-back process closes the communication loop and ensures effective communication. Through feed-back process, information moves more accurately thorough questions and clarifications which removes the barriers of misunderstandings.
- 4. a) What do you mean by the term 'Negotiation.'?**
b) 'Negotiation consists of certain phases'. What are they? [MODEL QUESTION]

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Answer:

a) Meaning of Negotiation

- **Negotiation** is a situation in which two or more parties are communicating, discussing or bargaining, each for the purpose of influencing the other's decision.
- Negotiation, in purchasing, is a decision making process.
- It is a process of planning, reviewing and analysis used by a buyer and a seller to reach an acceptable agreement or compromise.
- Negotiation is **battle of wits** and an **art of applying sophisticated tactics** and maneuvering by both the buyer and seller.

b) Phases of Negotiation

1. Pre-Negotiation stage (Preparatory stage)

- Information is collected
- Information analysed
- Objectives defined
- Strategy to develop, and
- Preliminary techniques are discussed

2. Negotiation-Meeting Stage

- Parties introduced and exchange of ideas
- Additional information asked for and collected
- Information so received and analysed
- Issues discussed
- Agreement arrived at

3. Post-Negotiation stage/Execution stage

- Placing of orders
- Inspection at source
- Materials received
- Inspection on receipt
- Materials accepted/rejected
- Recording in books
- Storing and preserving
- Payment of bill.

5. Write short note on Grapevine.

[MODEL QUESTION]

Answer:

- '**Grapevine**' is a natural outgrowth of the informal organization. It takes place due to the natural desire of the organization people to communicate with each other and the social interaction of the people.
- Grapevine prevails in organization and business where people pass facts and rumours through spontaneous channels, usually known as 'Grapevine'.

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- The 'Grapevine' communication spreads by way of gossip and rumours. The news which a grapevine carries are mostly inaccurate information, half-truths, rumours, suspicious and all kinds of distorted information.
- 'Grapevine' travels through informal networks and disseminates information with amazing speed and quite often faster than the most formal or official messages.
- The 'path and 'behaviour' of grapevine communication are unpredictable and have no definite pattern. In grapevine process, a small number of organizational people are active players (participants) and the majority of the organizational people hears the information through the 'grapevine'.
- Grapevine provides an outlet to air the feelings, emotions, attitudes and thoughts of the members of an organization.

LEADERSHIP

Multiple Choice Type Questions

1. Leader meets a group of subordinates, discusses the problems with them and listens to their ideas and suggestions. Later he may take the decision that may or may not be in accordance with his subordinates' suggestions. This is
[WBUT 2015]

- a) autocratic
- b) participative
- c) directing
- d) consultative

Answer: (d)

2. The Managerial Grid has been developed by
[WBUT 2016]

- a) George Graen
- b) Ralph Stogdill
- c) Blake and Moutan
- d) Fielder

Answer: (c)

4. "Leadership is the activity of influencing people to strive willingly for group objectives". This statement is given by
[WBUT 2017]

- a) George R. Terry
- b) Harris Thomas A
- c) Davis, Keith
- d) Rensis Likert

Answer: (a)

5. Which of traits given below is rather not desirable in a leader?
[WBUT 2018]

- a) Empathy
- b) Assertiveness
- c) Agreeableness
- d) Sympathy

Answer: (c)

6. All decision making power is centralized in the leader under
[WBUT 2018]

- a) Autocratic leader
- b) Democratic leader
- c) Bureaucratic leader
- d) Liberal leader

Answer: (a)

7. Leadership is a process of
[WBUT 2019]

- a) influencing the customers
- b) influencing the group members
- c) influencing the competitors
- d) influencing the creditors

Answer: (b)

8. Theory X & Y was propounded by
[WBUT 2019]

- a) William Ouchi
- b) Abraham Maslow
- c) Frederick Herzberg
- d) Douglas McGregor

Answer: (b)

9. Laissez-faire is an example of
[WBUT 2019]

- a) a style of motivation
- b) a style of personality
- c) a style of group formation
- d) a style of leadership

Answer: (d)

Short Answer Type Questions

1. Explain the difference between leadership and management. What behaviour in an individual distinguishes between a leader and a manager? [WBUT 2016]

Answer:
1st part: Refer to Question No. 1(c) of Long Answer Type Questions.

2nd part:

- To survive in the global organizational context, we need a new generation of leaders – leaders, not managers.
- Leaders conquer the context the volatile, turbulent, ambiguous surroundings – while managers surrender to it.
- Leader innovates, focuses on people, inspires trust, keeps eye on the horizon, challenges the status quo, and does the right thing.

2. Differentiate between Transactional and Transformational leadership.

[WBUT 2017]

Answer:

Difference between transactional and transformational leadership:

The Transactional Leadership

The transactional leadership and its key characteristics

- Transactional leadership focuses on clarifying the employee's role and task requirements.
- Transactional leadership determines what the subordinates need to do to achieve their own as well as the organisational objectives and goals.
- Such leadership provides the followers with positive and negative rewards contingent on their performance.
- This type of leadership encompasses the fundamental managerial activities of setting goals, monitoring progress toward goal achievement.
- Transactional leadership is based on using extrinsic motivation for increasing employee productivity.
- For example, the Ohio state university studies, the Fiedler's model and the path-Goal theory have concerned the transactional leadership.

The Transformational leadership

The transformational leadership and its key characteristics

- Transformational leadership generates trust, seeks to develop leadership in others, exhibit self-sacrifice and serves as the moral agents.
- This type of leadership focuses themselves and the followers on objectives that transcend the more immediate needs of the work group.
- Such leadership provides vision, sense of mission and instils pride, gains respect and trust.

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- Transformational leadership communicates high expectations, promotes intelligence, rationality and careful problem solving.
- Such leadership provides personal attention, treats each employee individually and also coaches and advises them.
- Lastly, transformational leadership can produce significant organisational change and results for the reason that this type of leadership fosters higher level of intrinsic motivation, trust, commitment and loyalty from the followers.
- Example, the late J. R. D. Tata's qualities of head and heart moved everybody of the Tata group of companies and for that is why Tata group of companies stand distinct in our corporate world and this credit goes to the transformational leadership of Late J. R. D. Tata.

Long Answer Type Questions

1. a) Define leadership. What are the qualities of a good leader?

b) "A leader is developed and not born". Do you agree with this? Explain.

c) How will you distinguish leaders from managers?

[WBUT 2014, 2018]

Answer:

a) 1st Part:

- **Leadership** is an art of influencing, motivating and directing men and or women in such a way so as to obtain their willing obedience, confidence, respect, active co-operation and sincere participation in order to accomplish a task or a mission.
- In other words, leadership is a dynamic art of influencing others to the extent of making them to do. It is the art of making the subordinates work with utmost confidence towards the attainment of organizational objectives. Managers who possess this quality can be called leaders.
- According to **James Cribbin** leadership is "a process of influence on a group in a particular situation at a given point of time and in specific set of circumstances that stimulates people to strive willingly to attain organizational objectives....."

2nd Part:

1. **A Leader must have Vision:**

- Vision is a guiding purpose which propels a leader forward. The leader knows where he/she stands and where he/she likes to go. So, leaders' vision serves as a beacon and nothing can stand in the way..

2. **A Leader must be a Good Planner & an Effective Organizer:**

- In order to put its plan into action, a leader is to plan and organize all the resources, human and material in order to provide the organization everything useful to its functioning.

3. **A Leader must be a Good Motivator:**

- Motivation is a powerful instrument in the hands of the leaders for inspiring and creating the 'will to work' among the followers.

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A leader must be a Good Communicator:

- 4. A leader must be a good communicator. A leader is to make sure that those he leads comprehend his vision and understand his expectations.

A Leader must have Self-Confidence:

- 5. Self-confidence closely relates to self-esteem. The leader who is not self-confident and does not feel good about himself would not be able to lead his followers for long.

A Leader must be a Good Listener:

- 6. A good leader is to encourage his followers to use their own minds and develop their own minds and develop their own problem-solving skills. A good leader can do this by listening to the ideas and opinions of his followers. No one can develop a good leadership quality unless he is a good listener.

A Leader must be Enthusiastic:

- 7. Enthusiasm attracts followers and an enthusiastic leader is one whom followers look forward to being around. Enthusiastic leader is always proactive who marches toward achievement of his goals.

A Leader must be an Intuitive and a Good Decision Maker:

- 8. A good leader must have his intuitive powers and be able to make accurate predictions and take right decisions at right time and right place.

A Leader must have Intelligence:

- 9. Leaders leading the organization must have somewhat higher intelligence than their followers.

A Leader must have Social Maturity and Breadth:

- 10. Leaders are to be emotionally matured so that they are neither crushed by defeat nor overjoyed by victory.

A Leader must have Human Relations Attitude:

- 11. Successful leaders realize that they get the job done through people and therefore they should develop —

- i) knowledge of human relations,
- ii) develop "human-touch" approach,
- iii) treat followers with human dignity and mutual respect,
- iv) healthy respect for followers, and
- v) social understanding.

b) I agree with the proposition that a leader is developed and not born. I am justifying my answer in the following grounds.

- A leader is a key person in an organization. He is the man who formulates the policies, strategies and plans of his followers. He provides directions for all activities and ensures implementation of the plan, policies and strategies throughout the organisation.
- The present day requirements of a leader are far more than matters of natural endowment – attributes like physical and mental, the biological or heredity factors.
- A person to be a successful leader requires something more than only the natural endowment.

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- A leader is to be concerned with the understanding the thoughts, values, emotions, feelings, attitudes and other personal characteristics of his/her followers at work in an organization.
- In today's environment, for managing leadership activities, a leader must have to develop himself / herself and equip with the study of organizational behavior (OB) which is an applied behavioural science.
- Thus, leadership is determined by the organizational factors rather than the biological or heredity (in born) factors of the leader.
- **To conclude**, most managers are developed, few are 'born leaders'. Managing followers is, not at all possible today, by a born leader.

c) Distinguishing features of leadership (Leader) and management (manager) are as follows:

Management (Manager)	Leadership (Leader)
<ul style="list-style-type: none">• Managership is a fundamental characteristics of a manager.	<ul style="list-style-type: none">• Leaders have followers or lead, but they may not have authority to manage like managers.
<ul style="list-style-type: none">• Managership or management has reference to an organized hierarchical structure.	<ul style="list-style-type: none">• Leadership can be of any group, organized or even unorganized.
<ul style="list-style-type: none">• Managers, by virtue of being in a managerial position, enjoy management, but they may not possess leadership attributes or qualities to influence the followers or the organizational people.	<ul style="list-style-type: none">• Leadership is the ability of a person to influence others to work toward group goals and objectives.
<ul style="list-style-type: none">• Managers may or may not be effective, like leaders, in influencing their subordinates towards accomplishment of organizational goals and objectives.	<ul style="list-style-type: none">• Leadership pre-supposes the existence of a group of followers and leadership is the ability of influencing people to strive willingly for mutual objectives.
<ul style="list-style-type: none">• The ultimate aim of a manager is to achieve organizational goals and objectives.	<ul style="list-style-type: none">• The ultimate aim of a leader is to satisfy the needs and aspirations of his followers or the lead.
<ul style="list-style-type: none">• Managership is always formal.	<ul style="list-style-type: none">• Leadership may be formal or informal.
<ul style="list-style-type: none">• Managership is an attribute of business performances.	<ul style="list-style-type: none">• Leadership is not an attribute of business alone. Leadership function may emerge anywhere, where people work in groups, like in the government, in trade unions, in clubs, in hospitals, in students union, etc.
<ul style="list-style-type: none">• A person may be an effective and successful manager, but may not be an effective and successful leader.	<ul style="list-style-type: none">• A person may be an effective and successful leader, but he may lack in managing.

2. a) 'A good leader is not necessarily good manager.' Comment on the validity of this statement.

b) Distinguish between transactional and transformational leadership.

[WBUT 2015]

Answer:

a) 1st part:

A good leader is not necessarily a good manager

- Leadership is an integral part of management and it is an important aspect of managing also.
- A good leader is the most important person of an organisation. He is the biggest asset of the organisation which is not reflected in the annual balance sheet.
- All managers should ideally be leaders. However, not all leaders necessarily have the capabilities in other managerial functions.
- Hence, a man may be a good/strong leader but he/she can be a weak manager, because he/she may lack in other qualities which are required of a good manager.
- The fact that an individual as a good leader can influence others does not tell whether he/she can also plan, organize and control. In fact, the ability to lead effectively is one of the keys to being an effective and good manager, also undertaking the other essentials of managing doing the entire managerial job has an important effect.

b) The Transactional Leadership

The transactional leadership and its key characteristics

- **Transactional leadership** focuses on clarifying the employee's role and task requirements.
- Transactional leadership determines what the subordinates need to do to achieve their own as well as the organisational objectives and goals.
- Such leadership provides the followers with positive and negative rewards contingent on their performance.
- This type of leadership encompasses the fundamental managerial activities of setting goals, monitoring progress toward goal achievement.
- Transactional leadership is based on using extrinsic motivation for increasing employee productivity.
- **For example**, the Ohio state university studies, the Fiedler's model and the path-Goal theory have concerned the transactional leadership.

The transformational leadership

The transformational leadership and its key characteristics

- **Transformational leadership** generates trust, seeks to develop leadership in others, exhibit self-sacrifice and serves as the moral agents.
- This type of leadership focuses themselves and the followers on objectives that transcend the more immediate needs of the work group.
- Such leadership provides vision, sense of mission and instils pride, gains respect and trust.
- Transformational leadership communicates high expectations, promotes intelligence, rationality and careful problem solving.
- Such leadership provides personal attention, treats each employee individually and also coaches and advises them.

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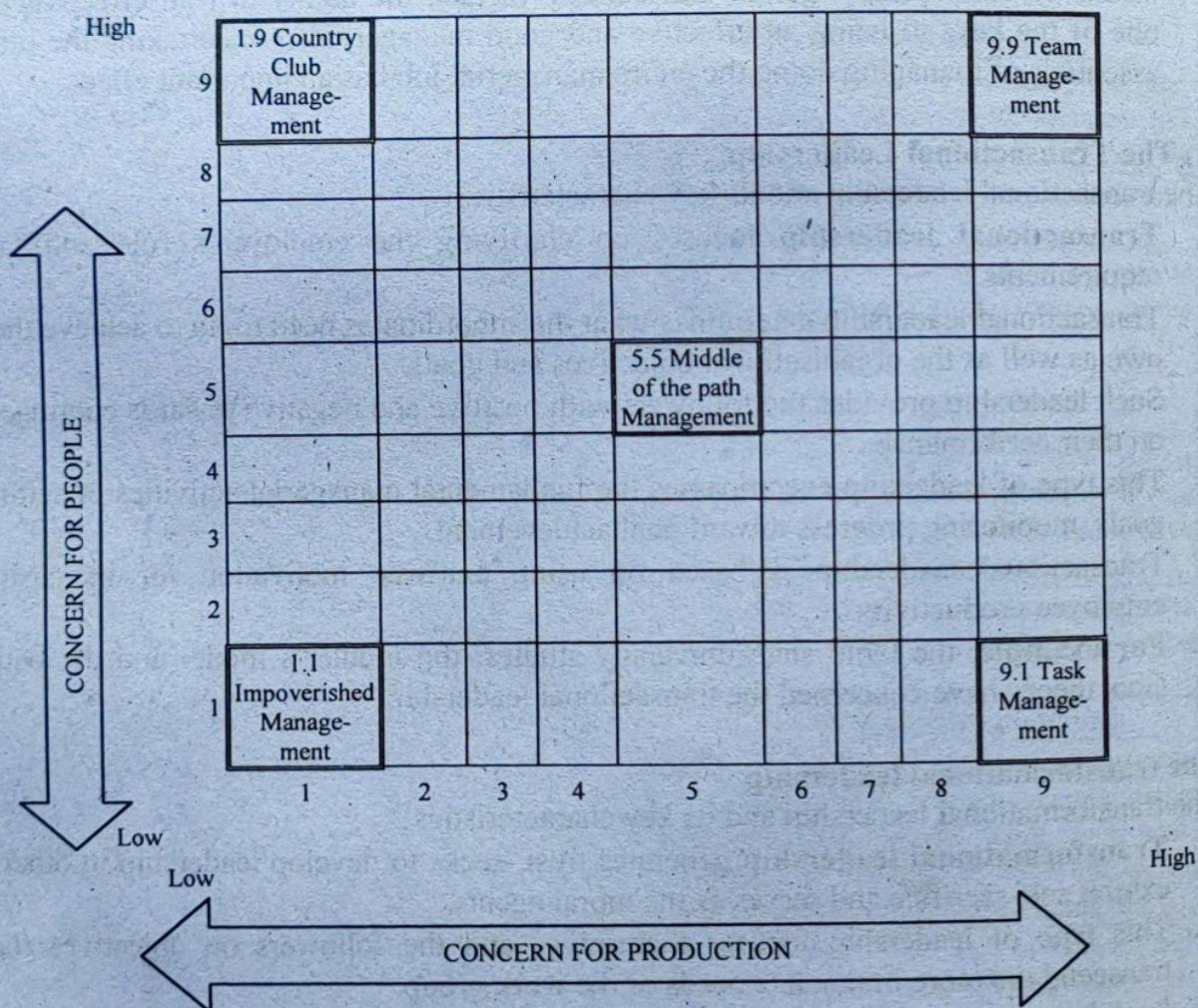
- **Lastly**, transformational leadership can produce significant organisational change and results for the reason that this type of leadership fosters higher level of intrinsic motivation, trust, commitment and loyalty from the followers.
- **Example**, the late J. R. D. Tata's qualities of head and heart moved everybody of the Tata group of companies and for that is why Tata group of companies stand distinct in our corporate world and this credit goes to the transformational leadership of Late J. R. D. Tata.

3. With a neat diagram explain the Managerial Grid and the 9.9 element in critically. Illustrate two contingency theories of leadership. [WBUT 2016]

Answer:

1st part:

The diagram of the Managerial Grid



- **Robert R. Blake and Jane S. Mouton** have developed a two-dimensional view of leadership styles through a graphic depiction, which they propose it as '**Managerial Grid**'.
- The Managerial Grid is built on two axis, one representing the '**concern for people**' and the other the '**concern for production**' (task).

- The horizontal as well as the vertical axis are treated as a scale from 1 to 9.
- However, Blake and Mouton, through their Managerial Grid, have identified five coordinates (leadership styles) based upon the factors – ‘concern for people’ and ‘concern for production’ (task) which is found in organizations.

Description of the Diagram on Managerial Grid

The description of the five types of leadership, as shown in the coordinates of the above diagram, is given as follows:

Coordinates (1.1): “Impoverished Management”

- Under (1.1) leadership style, a leader/Manager exerts minimum influence on his followers/group members. He shows minimum amount of concern for both ‘people’ and ‘production’.

Coordinates (1.9): “Country Club Management”

- Under (1.9) leadership style, the leaders/managers are totally person-oriented. Here, leader shows maximum concern for the cause of the people satisfaction which is supported by human relations approach. Leaders develop a close and friendly relationships with the subordinates, provide comfortable organization atmosphere. Such leaders care little for task, and even in case of any conflict between production (work output) and people satisfaction, the leader stands for the people satisfaction.

Coordinates (9.1): “Task Management”

- Under (9.1) leadership style, the organization people are considered as mere instruments of production – that is people are the only means to an end. Such leaders/managers have a very high degree of production concern and a very low degree of people concern.

Coordinates (5.5): “Middle-of-the-Road Management”

- Under (5.5) leadership style, leaders seek to have the balance between ‘concern for people’ and ‘concern for production’. To such leaders, ‘people concern’ and ‘production concern’ are equally important.

Coordinates (9.9): “Team Management”

- Under (9.9) leadership style, leaders try to combine the organizational goals with the individual goals. Such leaders try to integrate a maximum degree of concern for production with the maximum degree of concern for the people. The primary objective of such leadership is to establish an organizational climate that fosters group cohesion, participation, feeling of commitment, creativity and team-spirit, so that the capacities and capabilities of the organizational people may be utilized to the fullest extent towards organizational purposes. Lastly, such leaders believe that the organizational people have complex needs and desires which are to be met in the work place for attaining and maintaining a desired level of production (output) in the long term basis.

2nd part:

Two contingency theories of leadership

1. F. E. Fiedler's Contingency Theory

- **Fred E. Fiedler** and his associates of the University of Illinois have developed a comprehensive '**Contingency Theory of Leadership**'.
- On the basis of his studies, Fiedler has identified three critical dimensions of favourableness of the leadership situations. These three dimensions of favourableness of the leadership situations are –
 - (1) Position power,
 - (2) Task structure, and
 - (3) Leader – Member Relations.

The dimensions of favourableness of the leadership situations are discussed below:

1. **Position Power:** This refers to the legitimate power arising from the organizational authority which comprises formal power and reward power. The situation would be more favourable to a leader where and when he enjoys greater power as well as greater control over his subordinates.
2. **Task Structure:** When organizational tasks are well structured, well defined and the plans, policies, rules and procedures are clearly stated and understood, it contributes to a favourable situation to a leader in terms of influencing and controlling the behaviour of the subordinates. On the other hand, when organizational tasks are unstructured, it reflects to an unfavourable situation to a leader in terms of influencing and controlling the behaviour of the subordinates.
3. **Leader – Member Relations:** The leader's power to influence and control the subordinates would be high, in case the relationship between the leader and the lead is relatively good with mutual trust and openness. On the other hand, the leader's power to influence and control would be lesser, in case the relationship is poor or strained. The former situation contributes a favourable situation to the leader and later situation reflects an unfavourable situation to the leader.

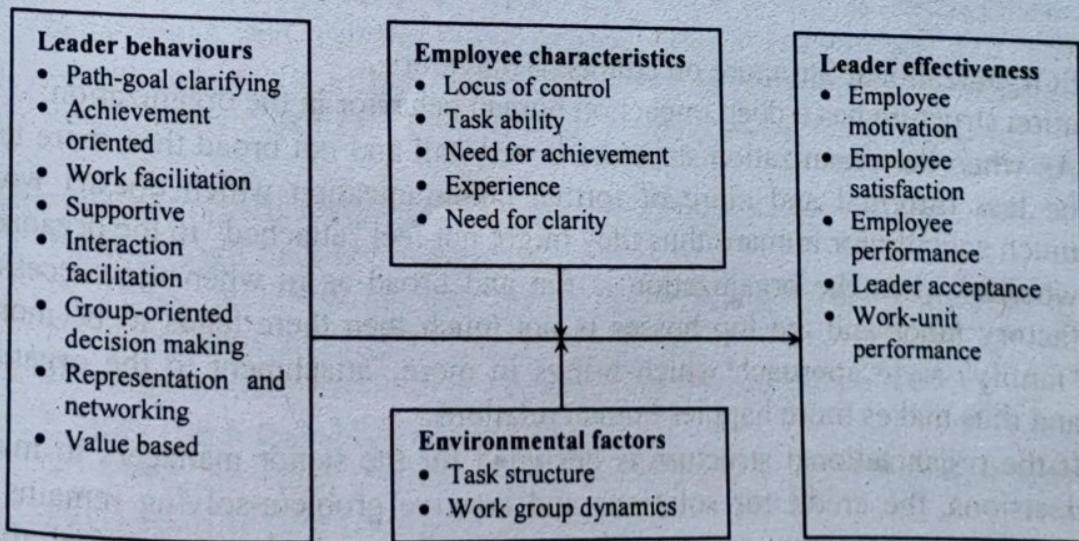
How situational favourableness is determined?

- Situational favourableness is determined by the combination of the three critical dimensions of favourableness of the leadership situation. These are (1) Position Power (2) Task Structure and (3) Leader-Member Relations.
- The most favourable situation occurs to the leader, when and where the leader holds strong position power, the task is highly structured and the leader has a good leader-member relations.
- On the other hand, a less favourable situation occurs, when and where the leaders position power is weak, the task is unstructured and the Leader -Member relations are not positive.

2. Path-Goal Theory of Robert House

- PATH-GOAL THEORY, as a contingency model of leadership, was originally proposed by Robert House in the 1970s.
- Robert House developed this Path-Goal model which focuses how leadership effectiveness is influenced by the interaction between four leadership styles, namely, Directive, Supportive, Participative and Achievement Oriented and a variety of Contingency Factors.
- In this model, Robert House has proposed two groups of Contingency Variables as employee characteristics and environmental factors.
- In terms of employee characteristics, Robert focused five employee characteristics which are locus of control, task ability, need for achievement, expectations and lastly, need for clarity.
- Again, Robert proposed two environmental factors like task structure and work-group dynamics.
- Path-Goal model, initiated by Robert House, emphasises that the leader behaviour be such as to compliment the group-work setting and aspirations so that it increases the subordinate goal achievement level and clarifies the PATHS to these goals.
- The essence of the theory is that the leader sets up clear path and also clear guidelines through which the subordinates can achieve both personal as well as work-oriented goals and assists them in achieving these goals.
- Thus, the leader attempts to make the path to subordinates' goals as smooth as possible and the leader, to accomplish this path-goal felicitation must use the appropriate style contingent on the situational variables present.

A general representation of Robert House's new version of Path-Goal theory is shown in a diagram given below:



4. "A leader is the product of the situation and task." Critically explain. Describe the effect of Organizational Structure on Human Behaviour in detail. Substantiate your answer with proper logic and suitable example. [WBUT 2017]

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Answer:

1st part:

Situational Theory

- The situational theory of leadership is based on the assumption/premise/or hypothesis that the leadership behaviour and style of leading in one setting may be completely different from the leadership behaviour and style of leading in another setting.
- This theory believes that leadership pattern is the product of situation or environment at a particular time span and that same pattern of leadership behaviour need not be equally effective at a different time span and different situations.
- The studies under situational theory indicate that certain situational variables, with change of situation, affect the performance of leadership.

Below given are the situation variables and its effects on the performance of leadership:

Situational Variables	Effect on the performance of leader
i) Cultural Environment	Leadership is directed to influence the behaviour of followers in the context of culture
ii) Job Difference	When a leader is effective and successful in one job situation, may be unsuccessful in another job situation.
iii) Differences between individuals	Variety of factors like personality characteristics, interest, motivation, age, education, experience, etc., make a person as a leader in one situation and a lead (follower) in another situation
iv) Differences in organizations	As the organizations differ in size, ownership pattern, objectives, philosophy, etc., similarly, the patterns and styles of the leader may be different in different organizational context.

2nd part:

Effect of Organizational Structure on Human Behaviour

Organization structure has a deep impact on human behavior in the organization:

- As when the organization structure is very tall and not broad then there tends to be less informal and more of formal communication which doesn't work too much socially for humans thus they might not feel "attached" to the organization.
- whereas when the organization is flat and broad as in when the succession of factory labor and the top bosses is not much then there tends to be more of a "family" style approach which brings in more "attachment to the organization and thus makes more happier human relations.
- If the organizational structure is designed for the senior managers to make the decisions, the credit for solutions and creative problem-solving remains at the top. Employees who are actually getting the work done may feel that this reporting structure is unfair. The lack of recognition at the employee level could result in low morale and lack of creative motivation.
- Organizational structures that have rigid policies may result in lax performance. If the policies are too rigid, it may send a negative message of distrust and

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suspicion. In return, employees may become lax in their quality of work and adopt attendance and tardiness issues.

- When unfair treatment is perceived by employees, they may experience a decrease in loyalty. Employees may begin to care less about their jobs and demonstrate a negative attitude. Some unfair situations could lead to self-termination or legal issues.

5. a) With a neat diagram explain the Managerial Grid.
b) Illustrate any one Situational Leadership Theory.

[WBUT 2018]

Answer:

a) Blake and Mouton's Managerial Grid:

Refer to Question No. 3 of Long Answer Type Questions.

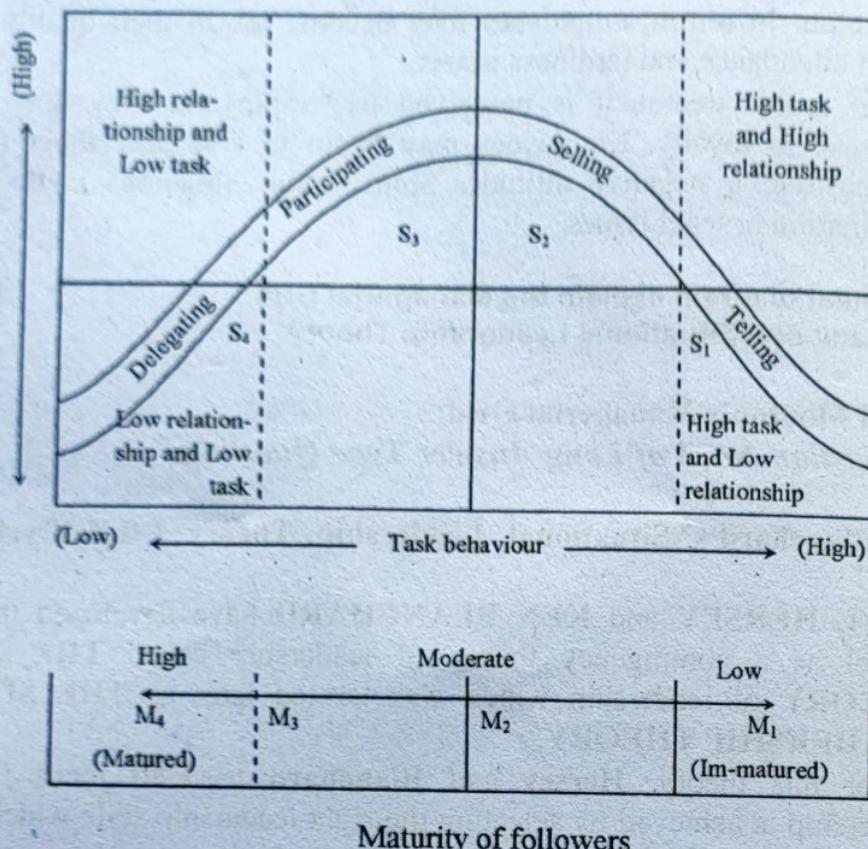
b) Hersey-Blanchard's Situational Leadership Theory / Life-Cycle Theory of Leadership

- PAUL HERSEY and KEN BLANCHARD have developed their leadership model as a contingency theory of leadership called THE LIFE-CYCLE THEORY of leadership which was termed later as THE SITUATIONAL LEADERSHIP THEORY.
- Under this theory, Hersey and Blanchard tried to focus that successful leadership is achieved by selecting the right leadership style which is contingent on the level of the followers' readiness or maturity.
- According to Hersey and Blanchard, the term **readiness** is defined as the extent to which a follower possesses the ability and willingness to complete a task, where **willingness** refers to a combination of confidence, commitment and motivation.
- Hersey and Blanchard identified two major styles as **task-oriented leader behaviours** and **relationship-oriented leader behaviours** and they further considered each as either high or low and then combined them into four specific leader behaviours like **telling, selling, participating and delegating**.

The above four specific leader behaviours are described hereunder:

- Telling (high task-low relationship)**
 - Here, the leader defines, clarifies roles and tells the employees as to what, when, how and where to do various tasks.
 - This telling behaviour emphasises **directive behaviour**.
- Selling (high task-high relationship)**
 - Here, the leader provides both directive and supportive behaviour.
- Participating (low task-high relationship)**
 - Here, the leader and his followers share in the process of decision making.
 - It emphasises the leaders role as **facilitator and communicator**.
- Delegating (low task-low relationship)**
 - Here, the leader provides little directives and support to their lead.

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Explanation of the above diagram

- According to this theory, the appropriate leadership style is found by cross-referencing follower readiness, which varies from low to high with one of the four leadership styles, as mentioned in diagram S_1 to S_4 .
- The diagram shows that as the followers' readiness increases, leaders are gradually to move from a telling, to a selling, to a participating and lastly to a delegating behaviour.

6. State the differences between management and leadership. Mention the features of democratic and autocratic leadership styles. [WBUT 2019]

Answer:

1st part: Refer to Question No. 1(c) of Long Answer Type Questions.

2nd part:

Features or characteristics of democratic/consultative or participative styles of leadership

- A mental and emotional involvement of the leader takes place;
- The leader leads his followers with a friendliness of spirits;
- The leader is delicate-hearted, soft, warmth and caring for his followers;
- Decision-making is participative and not unilateral;

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- Encourages followers to demonstrate interest, initiative, drive, imagination and creativity;
- No domination over followers but getting things done through followers by persuasion and warmth of heart;
- 'WE' style of leadership;
- Emphasizes satisfaction of psychic wants;
- Encourages two-way communication; and
- Attaches high importance to both task and people.

Features or characteristics of Autocratic/Authoritarian style of leadership

- Retains full authority and power, exercises his command, control and domination over his followers;
- Issues instructions, orders and directives without caring for consultation and taking opinions and views from his followers;
- The followers or lead can not utter the word 'No' or Why' to any propositions of the leader;
- 'I' style of leadership;
- Followers are expected to do what the leader has told them to do;
- Prefers 'one-way' communication only;
- Keeps decision making in himself;
- Believes in 'the carrot and the stick' approach of motivating the followers – by rewards or threat of punishment; and
- Emphasizes production and productivity.

7. Write short notes on the following:

- a) Managerial Grid
- b) Leadership styles

[WBUT 2017]

[WBUT 2018]

Answer:

a) Refer to 1st part of Question No. 3 of Long Answer Type Questions.

b) Leadership styles:

Over the years, the researchers, thinkers and writers over the globe have identified different styles of leadership. The frequently mentioned styles of leadership are:

1. Autocratic or Authoritarian style of leadership
2. Democratic or Consultative / Participative style of leadership
3. Free-rein or laissez-Faire Style of Leadership

The above three styles of leadership are the classical approach to leadership styles.

1. Autocratic or Authoritarian Style of Leadership

- The name 'autocratic' or 'authoritarian' indicates that the leader retains full authority and power and exercises his command, control and domination over his followers or lead.

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- Being influenced by this style, the leader issues instructions, orders and directives to his followers without caring for consultation and taking opinions and views from his followers.
- Such a leader maintains negative attitude in his relations with his followers and believes in the **carrot and the stick** approach of motivating his followers or lead, that is, by rewards and threats of punishment.
- An autocratic leader gets things done through his followers by virtue of his sole authority and power, fear of deprivation, threats and punishment

2. Democratic or consultative/participative style of leadership

- In case of democratic/consultative or participative style, a mental and emotional involvement of the leader takes place which helps the leader to lead his followers/subordinates/lead with a friendliness of spirits.
- The follower of such a style becomes delicate-hearted, warm, soft and cares for his followers.
- This style allows the followers to participate in the decision-making process and encourages the followers to demonstrate interest, initiative, drive, imagination and creativity for enriching the plans and programmes of the organization.
- Such a leader does not dominate his followers but gets things done through followers by persuasion and warmth of heart.

3. Free Rein or Laissez-Faire Style of Leadership

- The name 'free-rein' or 'laissez-faire' style indicates a situation where a leader does not attempt to intervene or regulate or control over the group members for achieving organizational goals..
- Such a leadership style allows the group members to operate entirely on its own resulting complete group or individual freedom in organizational decision-making.
- A free-rein leader entirely depends on his followers/group members in establishing their own goals.
- Under this style of leadership, the leader remains passive, delegates authority to his followers or lead or group members, instead of directing or leading and controlling them.
- A free-rein leader exists simply as a contact person or a liaison man within his group members and supplies the necessary resources and information to them for accomplishing their tasks.

The contemporary/modern approaches to leadership

The contemporary or modern approaches to leaderships include the **transactional leadership**, the **transformational leadership** and the **charismatic leadership**.

1. The Transactional Leadership

The transactional leadership and its key characteristics

- **Transactional leadership** focuses on clarifying the employee's role and task requirements.

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- Transactional leadership determines what the subordinates need to do to achieve their own as well as the organisational objectives and goals.
- Such leadership provides the followers with positive and negative rewards contingent on their performance.

2. The transformational leadership

The transformational leadership and its key characteristics

- **Transformational leadership** generates trust, seeks to develop leadership in others, exhibit self-sacrifice and serves as the moral agents.
- This type of leadership focuses themselves and the followers on objectives that transcend the more immediate needs of the work group.
- Such leadership provides vision, sense of mission and instils pride, gains respect and trust.

3. The charismatic leadership

The charismatic leadership and its key characteristics

- The charismatic leadership involves an idealised goal they want to achieve, a strong personal commitment to their goal.
- Such leaders are perceived as unconventional, assertive, self confident and also perceived as agents of radical change.
- Charismatic leadership is characterised by self-confidence and confidence in subordinates, high expectations from the subordinates, ideological vision and use of personal example.

How does charismatic leadership influence followers?

- The **process of influencing** the followers begins by the leader articulating **an appealing vision**.
- The leader provides a **sense of continuity** for followers by linking the present with a better future.
- The leader **communicates** high performance expectations and expresses confidence that followers can attain.
- The leader **conveys, not only through words, but actions**, a new set of values and sets an example for the followers to imitate.
- **Lastly**, such leaders make **self-sacrifices** and engages in unconventional behaviour to demonstrate courage and conviction.

8. Briefly discuss any one contingency theory of leadership. [MODEL QUESTION]

Answer:

F. E. Fiedler's Contingency Theory

- **Fred E. Fiedler** and his associates of the University of Illinois have developed a comprehensive '**Contingency Theory of Leadership**'.
- Fiedler's contingency model of leadership is based on the assumption that effectiveness of leadership does not depend only on the attributes of their

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personalities, but also depends on the ability of the leader to act within various situational variables and the interactions between the leaders and the lead.

- In the opinion of Fiedler, 'the group performance will be contingent upon the appropriate matching of leadership style and also the degree of favourableness of the group situation for the leader'.
- On the basis of his studies, Fiedler has identified three critical dimensions of favourableness of the leadership situations. These three dimensions of favourableness of the leadership situations are –
 - (4) Position power,
 - (5) Task structure, and
 - (6) Leader – Member Relations.

The dimensions of favourableness of the leadership situations are discussed below:

1. **Position Power:** This refers to the legitimate power arising from the organizational authority which comprises formal power and reward power. The situation would be more favourable to a leader where and when he enjoys greater power as well as greater control over his subordinates.
2. **Task Structure:** When organizational tasks are well structured, well defined and the plans, policies, rules and procedures are clearly stated and understood, it contributes to a favourable situation to a leader in terms of influencing and controlling the behaviour of the subordinates. On the other hand, when organizational tasks are unstructured, it reflects to an unfavourable situation to a leader in terms of influencing and controlling the behaviour of the subordinates.
3. **Leader – Member Relations:** The leader's power to influence and control the subordinates would be high, in case the relationship between the leader and the lead is relatively good with mutual trust and openness. On the other hand, the leader's power to influence and control would be lesser, in case the relationship is poor or strained. The former situation contributes a favourable situation to the leader and later situation reflects an unfavourable situation to the leader.

How situational favourableness is determined?

- Situational favourableness is determined by the combination of the three critical dimensions of favourableness of the leadership situation. These are (1) Position Power (2) Task Structure and (3) Leader-Member Relations.
- The most favourable situation occurs to the leader, when and where the leader holds strong position power, the task is highly structured and the leader has a good leader-member relations.
- On the other hand, a less favourable situation occurs, when and where the leaders position power is weak, the task is unstructured and the Leader -Member relations are not positive.

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Conclusion

- Fiedler's contingency model postulates that **there is no one best way** available to a leader for effectively leading.
- Effective leadership style depends on the **situational variables**. A particular style of leadership may be more effective in one situation and if the situation changes or differs, the same style of leadership may be ineffective.

ORGANIZATIONAL POLITICS

Multiple Choice Type Questions

1. When a bank robber points a gun at a bank employee, his base of power is
[WBUT 2014]
- a) Coercive b) Punitive c) Positional d) Authoritative

Answer: (a)

Short Answer Type Questions

1. What do you mean by Organizational Politics? [MODEL QUESTION]

Answer:

- In the context of organizational politics, **J. Pfeffer** has defined politics as “those activities taken within organizations to acquire, develop and use power and other resources to obtain one’s preferred outcomes in a situation in which there is uncertainty or dissensus about choices”.
- According to **D. Farrell** and **J. C. Petersen**, “Politics in an organization refers to those activities that are not required as part of one’s formal role in the organization, but that influence or attempt to influence the distribution of advantages and disadvantages within the organization”.
- From the definitions given above, **organizational politics** may be described as the activities of the individuals and groups, around the organization, that are not under the purview of one’s formal role in the organization, but that which they apply into action to influence their goals and interests, more specifically, in the matter of advantages and disadvantages around the organization.

2. What is Organisational Power?

[MODEL QUESTION]

Answer:

Meaning of power

- In simple sense, **power** is the ability to get things done, to get people to do what you want to do, to make the final decision.
- Power refers to the ability to control over the behaviour of others.
- Power is natural phenomena in any group or in organization of any type. It is nothing but a reality of group-life or organizational life.

3. What are the different sources of a leader's power?

[MODEL QUESTION]

Answer:

- **Power of people:** Power lies with the people. Well organized people can defend their rights; pursue their goals, when they are united.

- **Reward power:** Reward power comes with the organizational office. The higher the rank, the more power one usually have. In organizations, Managers have the power to pay increase, promotion, work assignments, rewards and recognitions, etc.
- **Coercive power/ power to punish:** This power also comes with the organizational office. The higher the rank, the more power one usually have. In organizations, managers by virtue of their positions have coercive power to reprimand, demote, and administer punishment.
- **Legitimate power/authority:** Legitimate power is that power that goes with the job. In an organizational setting, a manager's position gives him the power over his subordinates in his area of responsibility. The subordinates are obliged to accept his power as the manager. Thus. Legitimate power creates an obligation to accept to be influenced.
- **Expert power/ expertise power:** The expertise or expert power is enjoyed by one because of his/her expertise. The expert powers inhere in the person. It is an individual's ability to influence other because of possession of competencies, talents and specialized knowledge, like technical, administrative, legal, medical or personnel matters.
- **Referent power:** Like expert power, referent power, inhere in the person. Referent power is associated with attractiveness, likability and lastly charisma of the person. The strength of an individual's attractiveness or charisma represents power. In an organizational setting, managers with referent power enjoy attraction of subordinates and they want to identify with them. The subordinates grant the person power as he is charismatic and desirable personal characteristics. To have the benefit of charisma, generally advertisers take the advantage of using celebrities like film-stars or sports-figures.

Long Answer Type Questions

1. What do you mean by organizational politics? What are the five major factors that influence the political orientation of organizations? What are some of the political tactics that are ethically questionable? [WBUT 2014]

Answer:

1st Part:

Organizational Politics

- In the context of organizational politics, J. Pfeffer has defined **politics** as “those activities taken within organizations to acquire, develop and use power and other resources to obtain one's preferred outcomes in a situation in which there is uncertainty or dissensus about choices”.
- From the definitions given above, **organizational politics** may be described as the activities of the individuals and groups, around the organization, that are not under the purview of one's formal role in the organization, but that which they apply into action to influence their goals and interests, more specifically, in the matter of advantages and disadvantages around the organization.

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2nd Part:

Major Factors influencing and contributing to political behaviour

The factors influencing and contributing to political behaviour around organizations are summarized as under:

1. High Self-Monitored individuals

- Research findings show that individuals with high-self monitors have a strong desire for power and hence, they are more inclined to political behaviour.

2. Scarcity or limitation of organizational resources

- Due to scarcity or limitation of resources of the organization, the behavioural forces of the individuals and groups create a competition among themselves over allocation of scarce resources and as such political behaviour with power is exerted to have these resources.

3. Promotional Decisions

- Promotions, being one of the important and scarce resources of an organization are limited. Organization people, for their career advancement and promotion, compete for the limited resource—‘promotion’ and engage themselves in political behaviour by influencing the decision outcome.

4. Political behaviour of the people on the top of organization

- The people on the top of the organization are to set an example, as role model, and for which they may be rewarded. But when it is exposed to the organizational people that the people on the top are engaged in political behaviour and support political behaviour, and they are rewarded for that, then it acts as a signal or unwritten permission to the lower level people of the organization to enter into such political play in the organization.

5. Performance Evaluation System

- Management uses performance evaluation for matters like promotion, transfers, terminations, reward allocations and also for identifying training and development needs for the organizational people. The most of the organizations, instead of objective criteria or use of single outcome measure, use subjective criteria in the evaluation process and kill considerable time for the result. Thus, the time between action and appraisal gets long and as such organizational people apply their influence into action and exhibit political behaviour.

3rd Part:

The examples of the political tactics that are ethically questionable are as follows:

- Spreading untrue rumors about the safety of a new product introduced by a company / organization, in order to make that product’s design team look bad, is unethical.
- In another case, the head of the department inflates the performance evaluation of a favoured employee and deflates the evaluation of a disfavoured employee and uses these evaluations to justify giving the former employee a big raise and nothing to the latter employee – has treated the latter (the disfavoured employee) unethically.

- When the head of the department of an organization violates the purchasing manager's right to privacy and expedites a purchase contract, it is unethical behavior on the part of the head of that concerned department.
2. Write in brief about the main source of Power in an organization.

[MODEL QUESTION]

Answer:
Sources of power in organizations/Different types of power

Sources of power in organizations may be divided into two separate and distinct sources – (i) Inter-personal sources of power and (ii) Structural sources of power.

i) *Interpersonal sources of power:* Interpersonal sources of power are discussed as under:

- **Power of people:** Power lies with the people. Well organized people can defend their rights; pursue their goals, when they are united.
- **Reward power:** Reward power comes with the organizational office. The higher the rank, the more power one usually have. In organizations, Managers have the power to pay increase, promotion, work assignments, rewards and recognitions, etc.
- **Coercive power/ power to punish:** This power also comes with the organizational office. The higher the rank, the more power one usually have. In organizations, managers by virtue of their positions have coercive power to reprimand, demote, and administer punishment.
- **Legitimate power/authority:** Legitimate power is that power that goes with the job. In an organizational setting, a manager's position gives him the power over his subordinates in his area of responsibility. The subordinates are obliged to accept his power as the manager. Thus. Legitimate power creates an obligation to accept to be influenced.
- **Expert power/ expertise power:** The expertise or expert power is enjoyed by one because of his/her expertise. The expert powers inhere in the person. It is an individual's ability to influence others because of possession of competencies, talents and specialized knowledge, like technical, administrative, legal, medical or personnel matters.
- **Referent power:** Like expert power, referent power, inhere in the person. Referent power is associated with attractiveness, likability and lastly charisma of the person. The strength of an individual's attractiveness or charisma represents power. In an organizational setting, managers with referent power enjoy attraction of subordinates and they want to identify with them. The subordinates grant the person power as he is charismatic and desirable personal characteristics. To have the benefit of charisma, generally advertisers take the advantage of using celebrities like film-stars or sports-figures.

ii) *Structural sources of power:* The structural sources of power are discussed below:

- **Knowledge as power:** Knowledge is awareness of areas of ignorance. Knowledge is information. Knowledge is potential power and it becomes power only when it is acted upon. For effective organizational operations, use of information is of utmost

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importance. Individuals or groups in an organization possess wide information and thus have power. Knowledge information sharing has an important bearing on the quality of decision making and other aspects of organizational performance.

- **Organizational resources as power:** Organizations can not survive without adequate availability of all the necessary resources and material recourses like, money, material, technology, machines, methods, raw-materials and customers, etc. In an organizational setting, a manager allocates necessary resources to the production unit depending on the requirement of that unit. Thus, the manager, as allocator of recourses, enjoys power over his subordinates. Again, a manager who has control over allocation of scarce recourses yields more power in the organization.
- **Decision-making as power:** What ever a manager does, he does through decision making. Managers have authority to take decision as it is within their power. As the authority to take decisions acts as a source of power, similarly, the ability to influence the decisions makers in the case of taking decisions is also a source of power. When a person decides to buy a colored television or a laptop, the real power may lie on those (his friends) who strongly influence that person to buy particular model of TV or laptop. Here, actual decisions making power is not with the buyer, but with the influencer.

CONFLICT MANAGEMENT

Multiple Choice Type Questions

1. Which of the following is/are used to solve intergroup conflicts indirectly

- a) Avoidance b) Encouragement c) Bargaining d) All of these

Answer: (a)

2. In which stage of the conflict process does conflict become visible?

- a) Illuminious b) Intentions c) Behaviour d) Cognition

Answer: (c)

3. What is the first stage of conflict process?

- a) felt conflict b) perceive conflict
c) latent conflict d) manifest conflict

Answer: (c)

4. Which of the following is not a third party negotiator?

- a) mentor b) mediator c) concilliator

[WBUT 2016, 2018]

- d) arbitrator

Answer: (a)

5. Which of these factors form the basis of conflicts?

- a) perception b) opposition c) incompatibility

[WBUT 2016]

Answer: (d)

6. Inter-personal conflict takes place

- a) within an individual
b) due to conflicts between groups
c) between two or more individuals
d) between an organization and the prevailing work environment

[WBUT 2019]

Answer: (c)

7. Intergroup conflicts are caused by

- a) Differences in perceptions
c) Competition for resources

[MODEL QUESTION]

- b) One group taking all the credit
d) All of the above

Answer: (d)

8. Which of the following term used synonymously with negotiation

[MODEL QUESTION]

- a) Bargaining b) Counseling c) Conciliation d) Attribution

Answer: (a)

Short Answer Type Questions

1. Briefly explain conflict management strategies.

[WBUT 2015]

OR,

Explain conflict management strategies and their usefulness for an organisation.

[WBUT 2018]

Answer:

Conflict resolution/strategies for resolving organizational conflicts

- There are separate conflict-resolution actions or strategies for resolving separate conflict-situations, like intra-personal conflict, inter-personal conflict/inter-group conflict and line and staff conflict etc.

The conflict-resolution – actions or strategies for resolving separate conflict-situations are discussed as under:

Strategies for resolving intra-personal conflict

- In the organizational context, conflict at intra-personal level occurs due to hindrances in the way of smooth progression of need-drive-goal-satisfaction chain of the individuals.
- Thus, intra-personal conflict arises from frustration which generates due to non-fulfillment of the goals and roles, blocked by barriers, external or internal.

How to resolve?

- Goal conflict can be resolved by building or developing compatibility between his personal and organizational goals.
- Management should take proper initiative to resolve role conflict by avoiding situations where role conflict may arise. Besides, role conflict may be minimized by proper role perception, clarity and responsibility.

Strategies for resolving inter-personal conflict

- Inter-personal conflict arises because of the differences in respect to belief, perception, attitude, value systems, temperaments, socio-cultural factors of the organizational people and also in the form of superior – subordinate relationship and interactions between individuals of the same level.

How to resolve?

Inter-personal conflicts may be resolved by the following ways:

- As the inter-personal conflict arises mostly out of behavioral aspects of individuals, such conflicts can be resolved by focusing on the behavioural aspects of the individuals by way of various training programs.
- The parties to the conflict may prefer to **avoid or withdraw** themselves from the conflict situation for getting away from the tension caused by conflict.
- The conflicting parties may try to arrive at a point of bargaining and compromise which is based on mutual give-and-take policy.

- Another way of resolving inter-personal conflict is **integrative problem-solving approach**. Under this approach, an attempt is initiated to work out a solution to the conflict problem by reconciling and integrating the needs of both the conflicting parties.
- Inter-personal conflict can also be resolved and improved by **use of Transactional analysis (TA)**. TA is a method which is used to help people better understand their own and other's behaviour in respect of inter-personal relationships.

Strategies for resolving inter-group conflict

How to resolve?

- The main reason for **inter-group conflict** is with the conflict of goals. So, the main strategy to resolve inter-group conflict should be to search out goals on which groups can agree with. Only superordinate goals may separate the conflicting groups.
- Inter-group conflict, due to sharing of organizational resources, can be resolved by planning about the judicious distribution and optimum allocation of the scarce resources.
- For resolving inter-group conflicts, management of the organization has also a role to play. As such, the organization should make a provision by **designating facilitators or integrators**, who can handle and resolve the unresolved conflicts.
- Besides, inter-group conflicts may be resolved through reference to the concerned superior authority of the organization.

2. Discuss in brief the conflict management styles.

[WBUT 2016]

Answer:

The techniques of conflict handling styles/approaches as classified by K. W. Thomas are stated as under:

1. Avoiding

- Avoiding technique attempts to keep the conflict from surfacing at all. This technique is based on low assertiveness and cooperativeness.
- Avoiding implies the desire to withdraw or suppress a conflict.
- This technique can be very functional when the issue involved in the conflict is trivial.

2. Competing

- Competing technique rests on high assertiveness and low cooperation.
- Competing is a desire to satisfy one's own interests regardless of the impact of the other party to the conflict.

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3. Collaborating

- Collaborating is a technique based on both assertiveness and cooperativeness.
- Collaborating is a situation when the both parties to a conflict desire to solve the problems by clarifying differences rather than by accommodating various points of view.

4. Accommodating

- Accommodating technique is based on the willingness of one party to a conflict to place the interest of the opponent above his or her own interest.
- Here, one party to a conflict is willing to self-sacrifice in the interest of the other party, as thus maintain mutual relationship.

5. Compromising

- Compromising technique is used in a situation where each party to a conflict is willing to give up something.
- Here, there is no clear winner or loser.

3. Explain and diagrammatically represent the Johari Window.

[WBUT 2019]

Answer:

Refer to Question No. 3 of Long Answer Type Questions.

4. Differentiate between traditional approach and modern approach on conflict.

[MODEL QUESTION]

Answer:

Differentiation between traditional approach and modern approach on conflict

Traditional views/approach	Modern/current views/approach
1. Considered organisational conflict to be bad, violence, destruction and malfunctioning.	1. Considered organisational conflict to be natural outcome of any group activity that can give benefit to group's functioning in the organisation.
2. Consequences of conflict is harmful to the organisation hence it is to be avoided	2. Conflict is a part and parcel of every human life, so organisations are not free of conflict. Conflict can be eliminated, but to be handled, in a constructive way.
3. Considered conflict as a negative force in the organisation that disrupts the organisation.	3. Considered conflict as the positive force in a group working in an organisation.
4. Conflict hinders organisational performance and effectiveness.	4. Considered organisational conflict to be the integral part for organisational overall performance effectiveness.

Long Answer Type Questions

1. What is conflict management? How can organizations implement it? Enumerate possible ways to managing behavioural conflict. [WBUT 2014]

Answer:

1st Part:

Conflict Management

- Conflict is a part and parcel of every human life. All organizations are composed of human life (people), so organizations are not free of conflict.
- Conflict is an outcome of behaviour of individuals and groups in an organization. When the individuals and groups in an organization are in constant interaction with each other, there is conflict. Thus, conflict is a vital part of organizational behaviour.
- The management of the organization should function in such a way so as to maximize the coordination of human resources and work system and to minimize conflict.
- The management may initiate two approaches for managing organizational conflict - (i) the preventive measures and (ii) the curative measures.
 - (i) The preventive measures:
 - In the case of preventive measures management tries to create an environment where dysfunctional conflicts do not take place.
 - The management should initiate certain positive programmes and actions that might lead to avoidance of conflict situations in the organization. These include: Development of effective leadership, participative decision making, effective two-way communication and improvement of inter personal relationship, etc..
 - (ii) The curative measures:
 - The curative measures include the resolution of conflicts when they take place in the organization, and it is done through mechanism / actions known as conflict – resolution action or strategies for resolving organizational conflicts.

2nd Part:

Implementation of conflict management

- Organizational conflicts may manifest in different ways. Whenever conflicts arise, in organizations, these have to be resolved by some specific mechanism or actions. These mechanism or actions are known as **conflict – resolution action or strategies** for resolving organizational conflicts.
- There are separate conflict-resolution actions or strategies for resolving separate conflict-situations, like intra-personal conflict, inter-personal conflict/inter-group conflict and line and staff conflict etc.

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3rd Part:

Possible ways of managing behavioural conflict

- As the behavioural conflict arises mostly out of behavioral aspects of individuals, such conflicts can be resolved by focusing on the behavioural aspects of the individuals by way of various training programs.
- The parties to the conflict may prefer to **avoid or withdraw** themselves from the conflict situation for getting away from the tension caused by conflict.
- The conflicting parties may initiate a process for covering up the conflict for the need of the unity. This process is **smoothing**. Here, the supervisor or the manager of the concerned unit has a role to play. This process provides a temporary, but not a long term solution to the conflict.
- The conflicting parties may try to arrive at a point of **bargaining** and **compromise** which is based on mutual give-and-take policy.
- The conflict between conflicting parties may be resolved by **use of force or pressure**. This process ends up if one party being the winner and satisfied and while the other party being the loser and frustrated. The resolution of conflict by the use of force or pressure cannot provide a lasting solution to the conflict problem.
- Another way of resolving behavioural conflict is **integrative problem-solving approach**. Under this approach, an attempt is initiated to work out a solution to the conflict problem by reconciling and integrating the needs of both the conflicting parties. Here, both the conflicting parties are free to discuss and identify mutually accommodated solutions.
- Behavioural conflict can also be resolved and improved by **use of Transactional analysis (TA)**. TA is a method which is used to help people better understand their own and other's behaviour in respect of inter-personal relationships.

2. Explain the process of conflict. Mention the various conflict management approaches. [WBUT 2019]

Answer:

1st part:

Stage 1: Latent conflict (Antecedent conditions)

- This is the first stage of the conflict process and is the presence of conditions which create situations for conflict to arise. The antecedent conditions need not automatically lead to conflict, but the presence of any one of the antecedent conditions may make a conflict possible.

The latent conflict may arise due to the following factors:

- Poor communication act as a potential for latent conflict.
- The greater is the ambiguity in role and task structure, the greater is the potential for latent conflict to develop.
- Close style of leadership with tight, continuous observation and control increases conflict potential.

- Individual's value systems, attitudinal sets and personality characteristics act as conflict potential.
- Besides, some of the antecedent conditions that create situations for latent conflict are – unreasonable, unclear organizational policies, rules and standards; unmet expectations in respect of job assignments, reward and promotions, etc, differences in the goals of units or departments, etc.

Stage 2: Perceived conflict (Cognition)

- In this stage, one or more members become aware of the existence of the antecedent conditions.
- This is the stage when one or more members are affected by the conflict, due to certain/specific antecedent conditions.
- Here, the affected members perceive conflict and try to identify and decide as to what the conflict is.

Stage 3: Felt conflict (Affect)

- In this stage of conflict process, the perceived conflict is transformed into a felt conflict.
- When the affected members are at this felt level of conflict, they become emotionally involved, frustrated, anxious and tense.
- All these feelings generate conflict situations.
- The affected members begin to highlight the issues of differences of opinion.

Stage 4: Manifest conflict (Behaviour)

- In this stage, the conflicting members attempt to implement each member's intentions, by actions and reactions.
- The emotions and feelings of the conflicting members give rise to open form of behaviours.
- The behaviours exposed in this stage may range from the subtle, indirect, indifference and highly controlled forms of interference to the physical aggression, strikes and violent actions.
- This is the stage where the conflicting members engage themselves in conflict-handling behaviours.
- Depending on the gravity of the conflict situation and the intentions of the conflicting members, their conflict – handling behaviours may range from full cooperation to straight confrontation.

Stage 5: Conflict aftermath (Outcomes)

- This stage is considered to be the last stage of the conflict process.
- The behavioural action-interaction between the conflicting members results in an outcome.
- The outcomes of the conflict may be functional or dysfunctional.

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- It is functional conflict, when the conflict results towards the improvement of the group's performance and as such it is constructive.
- It is dysfunctional conflict, when the conflict hinders group performance and prevents organizational goals from being achieved.
- As a part of the conflict aftermath, in a situation when the conflict is not settled but suppressed, and due to aggravation of the latent conditions, the conflict may take a serious term until the conflict is resolved.
- In the organizational context, it is desirable to have win-win outcomes of conflicts.

2nd part: Refer to Question No. 2 of Short Answer Type Questions.

3. Write the short note on Johari Window.

[WBUT 2017]

Answer:

- Joseph Luft and Harry Ingham have developed a conceptual model for studying and understanding levels of self awareness, that is, what one is conscious in one's social interactions and what one is not.
- As the creators of Johari Window are Joseph Luft and Harry Ingham, their 'Johari' window diagram has been named by combining the first few alphabets of their names.
- Johari window reflects how individuals expose themselves to others (exposure) and elicits exposure (feedback) from others, in terms of interpersonal communication.
- The two dimensions of interpersonal communication – exposure and feedback are placed in four quadrants (windows), namely, open self, hidden self, blind self and unknown self.
- The 'window', with four quadrants representing four distinct dimensions of human personality, is shown and summarized below:

The Johari Window

		Information known by self	Information unknown by self
Information known by others	Open	Blind	
	Hidden	Unknown	

A brief explanation of the windows are summarized below:

The Open Window

- The open window is information known to self as well as to others.
- The open window refers to the state of an individual's feelings, behaviour, emotions and motivations that he is aware of.

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- Here, communication is more open, as a result people understand each other better, which in turn results mutual understanding and friendship through self-disclosure and feedback.

The Hidden Window

- The hidden window is information known to self but unknown by others
- The hidden window refers to the state of an individual's self awareness of feelings, behaviour and motivation, but the feelings, emotions and behaviour, etc are not shared with others.
- As a result, the person remains hidden from others anticipating fear of reaction or undermining by others.

The Blind Window

- The blind window is information known to others but not known to self
- The blind window refers to the state of an individual's feelings, attitudes, emotions, etc. which is known to others, but not about self.
- The blind window area is a situation, where other people around him know what is happening to him (self), but he (self) is not aware of such happenings.

The unknown window

- The unknown window is information, feelings and experience, etc. that are neither known to self nor others are aware of.
- The unknown window refers to the state of an individual's feelings, emotions, information and experience, etc. of which neither the individual nor the other people around him are aware of it.

4. Write short notes on the following:

- a) Bargaining strategies
- b) Functional and dysfunctional conflict
- c) Negotiation process / phases

[MODEL QUESTION]

Answer:

a) Bargaining strategies

Bargaining strategies may be divided into two categories (i) distributive bargaining and (ii) integrative bargaining

Distribute Bargaining strategy

- Distributive bargaining strategy refers to the negotiation process that seeks to divide up a fixed amount of resources, a win-lose situation.
- In distributive bargaining, a fixed amount of resources is divided among the negotiating parties. As a result, when one of the parties gains a certain amount in the bargaining process, the other party suffers an equivalent loss. This is the zero-sum situation or win-lose situation.

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- The strategies in the case of distributive bargaining are:
 - i) Fixed amount of resources are to be divided,
 - ii) Primary motivation behind distributive bargaining is I win, you lose
 - iii) Primary interests are opposed to each other, and
 - iv) Focus of relationship is short run.

Integrative bargaining strategy

- Integrative bargaining strategy refers to the negotiation process that seeks one or more settlements that can deliver a win-win solution.
- The strategies in the case of integrative bargaining are:
 - i) The variable amount of resources are to be divided,
 - ii) The primary motivation behind integrative bargaining is I win, you win.
 - iii) The primary interests are convergent or congruent with each other, and
 - iv) The focus of relationships are long-run

b) Functional/Constructive Forms of Conflict

- **Functional or constructive** forms of conflict refers to those forms of conflict which supports the goals of the group and also improves the group performance.
- Conflicts which lead to positive functions of preventing stagnation, stimulate interest, curiosity and innovation, provide personal and desirable changes in work rules, methods and procedures are functional or constructive conflicts.

Dysfunctional or Destructive Forms of Conflict

- **Dysfunctional or destructive** forms of conflict refers to those forms of conflict which hinders group performance, leads to destruction and overall inefficiency in the organizational performance.
- Dysfunctional or destructive forms of conflict is harmful as it creates chaos, disruption, inadequate coordination and cooperation in the group performance.

c) Negotiation process / phases

1. Pre-Negotiation stage (Preparatory stage)

- Information is collected
- Information analysed
- Objectives defined
- Strategy to develop, and
- Preliminary techniques are discussed

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2. Negotiation-Meeting Stage

- Parties introduced and exchange of ideas
- Additional information asked for and collected
- Information so received and analysed
- Issues discussed
- Agreement arrived at

3. Post-Negotiation stage/Execution stage

- Placing of orders
- Inspection at source
- Materials received
- Inspection on receipt
- Materials accepted/rejected
- Recording in books
- Storing and preserving
- Payment of bill.

ORGANIZATIONAL DESIGN

Multiple Choice Type Questions

1. Which among the following is a characteristic of a weak culture? [WBUT 2016]
a) decreased cohesiveness b) positive attitudes
c) lower absenteeism d) reduced turnover

Answer: (a)

2. A study of the cultures and practices in different societies is called [WBUT 2017]
a) Personality b) Perception
c) Anthropologyd) Attitude

Answer: (c)

3. Organizational citizenship behaviours can best be defined as [WBUT 2017]
a) an employee's unwillingness to offer suggestions to the organization
b) an employee's strict adherence to organizational objectives
c) an employee's willingness to go above the normal call of duty
d) all of these

Answer: (d)

4. Which kind of organisation structure is characterized by small span of control, large number of layers in the management and complex organisation structure?

[MODEL QUESTION]

- a) Tall structure b) Flat structure
c) Simple structure d) Both (b) and (c)

Answer: (a)

5. An organisation's shared values, beliefs, traditions, philosophic, rules and heroes represent its [MODEL QUESTION]

- a) Organisation culture b) Grapevine
c) Organisation manual d) formal organisation

Answer: (a)

6. A visual display of an organisation's structure is called [MODEL QUESTION]

- a) Organisational chart b) Organisation graph
c) Organisation matrix d) Grapevine

Answer: (a)

7. Achieving a strong organisational culture would [MODEL QUESTION]

- a) Require formal processes in place
b) Not depend on the extent of formalization
c) Serve as a replacement for formalization
d) None of the above

Answer: (c)

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8. Small span of management is linked to

- a) Tall structure
- b) Flat structure
- c) Project structure
- d) None of these

[MODEL QUESTION]

Answer: (a)

9. An organization structure is called Mechanistic structure with

- a) Wide span of control, high degree of centralization and formalization
- b) Narrow span of control, high degree of centralization and formalization
- c) Wide span of control, low degree of centralization and formalization
- d) Narrow span of control, low degree of centralization and formalization

[MODEL QUESTION]

Answer: (b)

10. Which one of the following is not a determinant of an organization design / structure?

- a) The strategy of the organization
- b) Size of the organisation
- c) the environment
- d) the customers

[MODEL QUESTION]

Answer: (d)

11. The mechanistic structure is suitable for

- a) Stable / Rigid environment
- b) dynamic /flexible environment
- c) open environment
- d) closed environment

[MODEL QUESTION]

Answer: (a)

12. The organic structure is suitable for

- a) stable / rigid environment
- b) dynamic / flexible environment
- c) open environment
- d) closed environment

[MODEL QUESTION]

Answer: (b)

13. The characteristics of mechanistic structure of an organisation are similar to that of

[MODEL QUESTION]

- a) F.W Taylor's scientific
- b) Henry Fayol's administrative management
- c) Max Weber's Bureaucratic management
- d) Elton Mayo's human relations management

Answer: (c)

14. Which one is not related to the three Dimensional model of environment?

- a) Environmental
- b) Social
- c) Economic
- d) political

[MODEL QUESTION]

Answer: (d)

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15. An organization structure is called mechanistic with [MODEL QUESTION]

- a) Wide span of control, high degree of centralisation and formalisation
- b) Narrow span of control, high degree of centralisation and formalisation
- c) wide span of control, low degree of centralisation and formalisation
- d) Narrow span of control, low degree of centralisation and formalisation.

Answer: (b)

16. Which one is not related to the three dimensional model of environment?

- a) environmental
- b) social [MODEL QUESTION]
- c) economic
- d) political

Answer: (d)

Short Answer Type Questions

1. What are virtual organizations and why are they useful?

[WBUT 2017]

Answer:

1st part:

- The virtual organization is a small organization constituted and managed by an executive group.
- The core of such an organization is a small group of executives who outsourcees many of the functions of an organization, like production, research and development, marketing, sales and distribution, etc and concentrate on the activity/functions in which the organization possess strengths and what it does best.
- The core group of the organization is to oversee the activities or operations that are done in house and to monitor and coordinate relationship with the organizations outside that performs assigned tasks, like manufacture, production and distribution, etc on behalf of the virtual organization.
- The core functions of a virtual organization in which it may reflect its strengths are designing, marketing or distribution.
- Virtual organizations are to work through computer mediated communication technologies, as they are to share information and knowledge speedily with outside parties/suppliers, regardless of distance, time and geographical boundaries.
- In terms of organizational structure and design, the virtual organization is highly centralized, but the structure and design may be changed to meet the changing environment.
- Virtual organizations are flexible, as a result they may adapt new patterns of business with the medium of cyberspace.

2nd part:

Usefulness of virtual organizations are as follows:

- Virtual organization can run business without owning production or manufacturing unit under its control.
- It is flexible, as a result it may adapt new patterns of business with the medium of cyberspace.
- It can respond rapidly to the changing demands of the customers with products and services available regardless of time, distance and geographical boundaries.

3. Make a distinction between mechanistic model and organic model of organisation structure design.

[MODEL QUESTION]

Answer:

i) The Mechanistic system/Model/Structure of Organization

- Considering the effect of environment of organization structure, the mechanistic structure is suitable for Stable/Rigid environment.
- The mechanistic organizational system/model/structure is similar to the Bureaucracy theory school of management thought popularized by Max Weber, a German Sociologist who was contemporary of F.W. Taylor and Henri Fayol.
- Weber, in his approach, considered 'bureaucracy' as the most effective and efficient form of organization founded on principles of logic, order and legitimate authority.
- In a pure bureaucracy, according to **Max Weber**:
 - There should be strict adherence to rules, regulations and procedures;
 - Work procedures should be based on standardization of methods;
 - Authority and power implies legal power and authority given to a position/office in the organization, but not to any individual concerned in the office;
 - Rule by law implies impersonality of interpersonal or mutual relations. Personal and official matters are separated/divorced from one another and consequently, personal favour or considerations do not come to business decisions.
 - Weber, an academician, developed and offered bureaucratic model for management of any complex and large organization like business, government and military, etc.

ii) The organic model / system / system structure of organization or "ADHOCRACIES":

- Considering the effect of environment on organization structure, the organic model system/structure of organization is suitable for **dynamic or flexible environment**.
- The environments of uncertainty as well as rapid rates of change in environments place different requirements on the structure and design for the organization.
- Organic structure is more effective under the environments of uncertainty when rapid rates of change in environments take place.
- Organic structure is also known as 'ADHOCRACIES'.

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4. Define Mechanistic model of organization.

[MODEL QUESTION]

Answer:

i) The Mechanistic system/Model/Structure of Organization

- Considering the effect of environment of organization structure, the mechanistic structure is suitable for Stable/Rigid environment.
- The mechanistic organizational system/model/structure is similar to the Bureaucracy theory school of management thought popularized by Max Weber, a German Sociologist who was contemporary of F.W. Taylor and Henri Fayol.
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 - **Weber**, an academician, developed and offered bureaucratic model for management of any complex and large organization like business, government and military, etc.

5. What do you mean by ‘Organic’ model of organization?

[MODEL QUESTION]

Answer:

The organic model / system / system structure of organization or “ADHOCRACIES”:

- Considering the effect of environment on organization structure, the organic model system/structure of organization is suitable for **dynamic or flexible environment**.
- The environments of uncertainty as well as rapid rates of change in environments place different requirements on the structure and design for the organization.
- Organic structure is more effective under the environments of uncertainty when rapid rates of change in environments take place.
- Organic structure is also known as ‘ADHOCRACIES’.

6. What is meant by ‘Organizational Structure’?

[MODEL QUESTION]

Answer:

Organizational Structure

- An organization structure can be defined as a framework which holds the various functions together according to an order, pattern, logical arrangement and harmonious relationships.
- Organization structure represents the hierarchical arrangement of various positions in the organization. It shows the authority and responsibility relationships between the

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various functions in the organization. Organization structure specifies who is to direct to whom and also who is to report to whom.

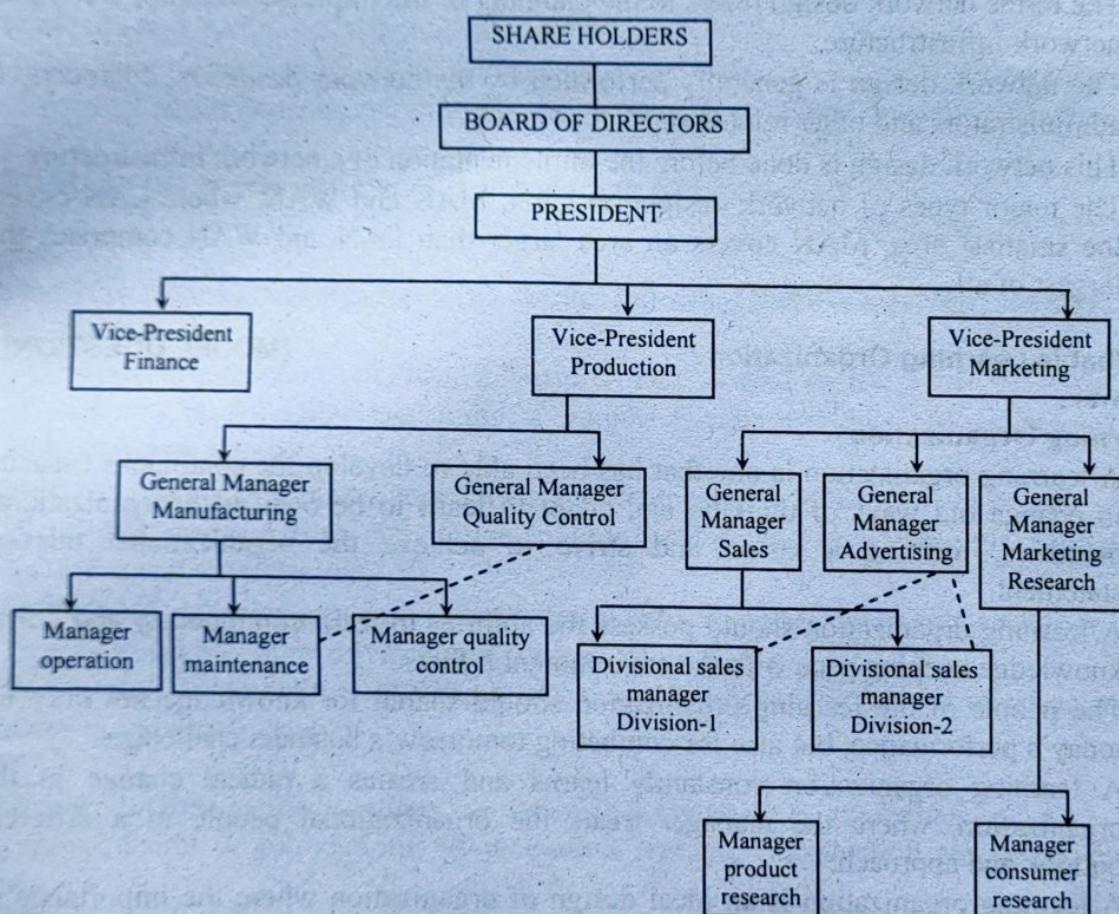
- Thus, an organizational structure is a set of formal, planned relationships between grouping of similar functions and between the physical as well as human factors required for the accomplishment of common objectives.
- So, it can be said that what bones are to the human body, the organization structure is to the organization.

7. What is 'Organization Chart'?

[MODEL QUESTION]

Answer:

A Diagrammatical Form (The Organization Chart) Showing an Organization Structure



- The structure of an organization is generally shown on an organization chart. An organization chart is a graphical instrumentation of form, which the organization structure takes.
- Thus, an organization chart is nothing but a pictorial aid indicating functional relationships, with clear lines of authority and responsibility and with the span of control and management.

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- In the context of organization chart the views of Harold Koontz and Cyril O'Donnell may be cited:
→ According to **Koontz and O' Donnell**, "Every organization can be charted, for a chart is nothing more than an indication of how departments are tied together along their principal lines of authority".
- According to **George R. Terry**, "A diagrammatical form which shows important aspects of an organization, including the major functions and their respective relationships, the channel of supervision and the relative authority of each employee who is in charge of each respective functions".

8. What do you mean by Network Design?

[MODEL QUESTION]

Answer:

- The term network design refers to the planning of the implementation of a computer network infrastructure.
- The network design is generally performed by the network designers, engineers, IT administrators and other related staff.
- This network design is done before the implementation of a network infrastructure.
- The major types of network design are LAN, MAN and WAN, where LAN covers the smallest area, MAN covers an area larger than LAN and WAN comprises the largest of all.

9. What is Learning Organization?

[MODEL QUESTION]

Answer:

Learning Organization

- A learning organization is one that has been able to develop the continuous capacity to change old ways of thinking and adapt to learn to be open with organizational members, forming a vision and strive to achieve the organizational mission statement.
- A learning organization should possess the abilities to learn continuously and utilize knowledge keeping pace with the environment it faces.
- The people of the learning organization should search for knowledge not only for today's performance, but also for combating tomorrow's business challenges.
- A learning organization constantly learns and creates a radical change in the organization, where the manager treats the organizational people in a different outlook and approach.
- A learning organization is an ideal design of organization where the importance of disagreements among organizational members, functional conflicts and constructive criticism, etc., are encouraged.

10. State the characteristics / features of a Learning Organization.

[MODEL QUESTION]

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Answer:

The characteristics or features of a learning organization are summarized below:

- A learning organization is to frame a vision statement which should be shared by every people of the organization.
- Old ways of thinking are replaced by adapting to learn to be open with organizational members.
- A learning organization should encourage their people to learn and develop their related skills and abilities continuously.
- Another feature of a learning organization is sharing information among organizational people and overcoming organizational obstacles by developing team spirit.
- In a learning organization, organizational people can communicate with each other, vertically and horizontally without any hesitation.
- In a learning organization, common interest is above the individual interest, when the individual and organizational interests differ, the organizational interests will prevail.

11. What are the needs and benefits of Learning Organization?

[MODEL QUESTION]

Answer:

The need for learning organization arises for the following benefits that it may provide to an organization.

- A learning organization can create a friendly-place to work with.
- A learning organization can build a people based work design for achieving organizational mission.
- A learning organization can cope for combating tomorrow's business challenges.
- A learning organization can utilize knowledge keeping pace with the changing technological environment.
- A learning organization can address many critical issues involving social, legal, technological and other environmental areas.
- In the global competitive business environment, only a learning organization may survive and remain stable.

The Pre-Requisites/or Foundations for Creating a Learning Organization

The pre-requisites or foundations for creating a learning organization are summarized below:

• Management Philosophy

- Management, as a part of their philosophy, should focus the need and also commitment to change, creativity and innovation.

• Evolving Strategy

- Management should evolve certain strategies so that the organization may strive for continuous improvement, creating a new order, by providing the tomorrow's organization a competitive edge.

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- **Designing the Appropriate Organization Structure**

→ The traditional structure and design of the organization is to be removed so that the boundaries between the organizational people are reduced by breaking down the so called hierarchical levels.

- **Tonning up the Organizational Culture**

→ Management should demonstrate the culture of the organization by their behaviour and action, which ought to be inconsistent with the management philosophy.

- **Mental Set Up**

→ For exposing the organization to new information, the mental set up or mind set of the management can act as a powerful instrument for influencing their behaviour towards constant learning.

- **Organizational Vision Statement**

→ Management should frame a vision statement focusing the mission offering individuals the support to excel and learn, which should be shared by every people of the organization.

- **Encouraging Constant Learning**

→ Management should encourage their organizational people by creating an environment for learning and developing needed skills and abilities not only to meet to-day's problems, but also tomorrow's challenges.

- **Dissemination of Learning**

→ Management should disseminate the philosophy of learning in a systematic way throughout the organization.

- **Developing Personal Efficacy**

→ Management should recognize the ability and capability of the organization people, so as to create a sense of personal efficacy among them.

12. Narrate the characteristics features of 'Virtual Organization'.

[MODEL QUESTION]

Answer:

- The virtual organization is a small organization constituted and managed by an executive group.
- The core of such an organization is a small **group of executives** who outsources many of the functions of an organization, like production, research and development, marketing, sales and distribution, etc. and concentrate on the activity/functions in which the organization possess strengths and what it does best.
- The core group of the organization is to oversee the activities or operations that are done **in house** and to monitor and coordinate relationship with the organizations **outside** that performs assigned tasks, like manufacture, production and distribution, etc. on behalf of the virtual organization.
- The core functions of a virtual organization in which it may reflect its strengths are designing, marketing or distribution.

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- Virtual organizations are to work through computer mediated communication technologies, as they are to share information and knowledge speedily with outside parties/suppliers, regardless of distance, time and geographical boundaries.
- In terms of organizational structure and design, the virtual organization is highly centralized, but the structure and design may be changed to meet the changing environment.
- Virtual organizations are flexible, as a result they may adapt new patterns of business with the medium of cyberspace.

Long Answer Type Questions

1. a) What do you mean by organizational climate? How does it differ from organizational culture?
- b) "A well planned organizational structure results in better uses of resources". Explain. [WBUT 2014, 2018]

Answer:

a) 1st Part:

Organizational Climate

- In simple words, organisational climate refers to a set of characteristics and factors that are perceived by the organisational people about their own organizations which serve as a major force in influencing their behaviour.
- In another way, organisation climate reflects the perception of the organisational people to which they belong.
- G. James Frencis and Gene Milbourn define organisational climate "Just as every individual has a personality that makes each person unique, each organization has an organisational climate that clearly distinguishes its personality from other organizations"

2nd Part:

Difference between organisational culture and organisational climate.

Organisation Culture	Organisation climate
<p>1. Organisation culture may be referred to as an environment, which consists of the norms, values, ideologies, beliefs, attitudes, perceptions, preferences and mostly un-written code of conduct that prevails in an organisation and also shared by the organisational members, from the chief executive to the lowest rank employee.</p> <p>2. Every organisation has its own and distinct cultural norms to which all organisational members contribute by accepting and supporting them.</p>	<p>1. Organisational climate refers to a set of characteristics and factors that are perceived by the organisational people about their organisation which serve as a major force influencing their behaviour.</p> <p>2. While organisational culture is concerned with the nature of expectations and beliefs the organisational climate reflects the perceptions of the organisational people whether those beliefs and expectations are being fulfilled.</p>

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Organisation Culture	Organisation climate
3. The components of the organisational culture bind the organisation together, guide the behaviour of the organisational members, both inside and outside and significantly affect the performance of the organisation as a whole.	3. Organisation climate is a set of factors that are perceived by the organisational people about their organisation and which act as a driving force in influencing their behaviour in the organisation.

b)

- An organization structure can be defined as a framework which holds the various functions together according to an order, pattern, logical arrangement and harmonious relationships.
- Organization structure represents the hierarchical arrangement of various positions in the organization. It shows the authority and responsibility relationships between the various functions in the organization. Organization structure specifies who is to direct to whom and also who is to report to whom.
- Thus, an organizational structure is a set of formal, planned relationships between grouping of similar functions and between the physical as well as human factors required for the accomplishment of common objectives.
- So, it can be said that what bones are to the human body, the organization structure is to the organization.
- Identify the primary activity of the organization consistent with the mission of the organization,
- Proper grouping and balancing of the organizational activities,
- Consider for proper span of authority/supervision/control, and coordination,
- Consider optimum utilization of human and material resources,
- Ensuring proper discharge of functions at all successive levels, and
- Ensuring harmonious relationships throughout organization / structure.

2. What is organizational culture? Distinguish between organizational culture & climate.

"Cultures develop due to external adaption & internal integration." – Discuss.

[WBUT 2016]

Answer:

1st Part: Refer to Question No. 2(b) of Long Answer Type Questions.

2nd Part: Refer to Question No. 1(2nd part) of Long Answer Type Questions.

3rd Part:

- Cultural environment of the organization refers to the influence exercised by a number of social factors which are (external) i.e., beyond the organisation's gate. Such factors include attitude to wealth, family, marriage, education, religion, etc.
- On the other hand, organization culture is a relatively ending quality of the internal environment that is experienced by the members, influences their behavior, and can

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be described in terms of values of a particular set of characteristics of the organization.

• Thus, culture develops due to external adaptation and internal integration.

3. Write short notes on the following:

- a) Organizational design
- b) Organizational culture

[WBUT 2015]
[WBUT 2015, 2019]

Answer:

a) Organizational design:

Introduction

- For any organization to run, an appropriate structure is required. There are various alternatives of structural designs that could be used to create an organizational structure, such as entrepreneurial, functional, divisional, matrix and network etc; or may be based on product, customer, geographic and process etc. Each of these structures has its own set advantages and disadvantages.

Organization Design: Meaning

- Organization Design relates to the key activities derived out of the Mission and objectives of an organization.
- The organization design refers to the creation of a right structure for the organization that fits the requirements of the strategy to be implemented.
Organization Design requires certain steps. These are:
 - Identification of key activities,
 - Grouping of similar activities requiring common set of skills.
 - Choice of structure that could accommodate various groups of activities,
 - Creation of divisions, departments, etc., and
 - Establishment of interrelationships between the different operational departments requiring communication and co-ordination.
- Different business strategies create a different set of requirements and accordingly require a different organization design, having different structural framework.
- **For example**, an organization having cost Leadership strategy would prefer an efficiency approach to organization design; an organization having a differentiation strategy would prefer a learning approach to organization design, an organization having a focus strategy would prefer a similar design with some variation and for implementing cooperative strategies, an organization is to adopt network organization design, etc.

b) Organizational culture:

- **Organisation culture** may be referred to as an environment, which consists of the norms, values, ideologies, beliefs, attitudes, perceptions, preferences and mostly unwritten code of conduct that prevails in an organisation and also shared by the organisational members, from the chief executive to the lowest rank employee.

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- Every organisation has its own and distinct cultural norms to which all organisational members contribute by accepting and supporting them.
- The components of the organisational culture bind the organisation together, guide the behaviour of the organisational members, both inside and outside and significantly affect the performance of the organisation as a whole.

4. Narrate the nature and features of mechanistic model/structure of organization. [MODEL QUESTION]

Answer:

The Features/Nature of mechanistic structure of an organization are similar to that of Max Weber's 'Bureaucratic organization', Yet it is focused separately as under:

- **Differentiation of functional tasks:**
 - Here, division of labour is initiated by functional specialization, where functional experts are totally responsible for the effective accomplishment of their organizational tasks.
- **Strict adherence to rules regarding duties and rights of organizational people:**
 - There should be strict adherence to rules, regulations, and duties by every member of the organization, which must be defined clearly and assigned to them.
- **A system of work procedures:**
 - Work procedures should be based on standardization of methods and which should be applicable under similar work situations.
- **Hierarchic structure of authority, control and communication:**
 - Due to well defined hierarchy of authority, each subordinate is to work under the direct control and supervision of his immediate superior, who also, in turn is responsible to his immediate boss.
 - The system of communication and interaction between members of the organization is based on vertical process of communication only, that is, between superior and subordinate.
- **A rule by law:**
 - Personal matters of the organizational people and the official matters are separated / divorced from one another and consequently, personal favour or consideration does not come to business decisions.
- **Selection and promotion:**
 - Selection and promotion of the organizational people should be based on managerial/technical competence and also excellence.
 - For obtaining loyalty to the organization, the system of promotion may be seniority-cum-merit.

**5. Point out the nature and features of organic model/structure of organization.
[MODEL QUESTION]**

Answer:

The nature and features/nature of organic structure are summarized as under.

- As organic structure of organization operates in more dynamic parts of environment, it is less formal than an organizational unit operating in stable parts of environment.
- In organic structure of organization, communication flows in lateral, that is, communication between people of different rank.
- Under this structure, communication consists of information and advice rather than instructions and decisions imposed from the higher ups.
- Commitment to the organizational tasks is valued highly than loyalty and obedience.
- There is no assumption that the knowledge about technical as well as commercial matters will be concentrated only on a few hands alone, instead it may be located in anywhere in the organizational people.
- As the organic structure is less formal, the exercising of authority and control may rest on organizational people who are capable of irrespective of their status or rank in the organizational set up.

6. What are the determinants of an Organization Design/Structure?

[MODEL QUESTION]

Answer:

The determinants of an Organization Structure

- The appropriateness of the structure of an organization is determined by a number of factors, like (i) strategy of the organization, (ii) size of the organization, (iii) Environment, and (iv) Technology.
- The Contributing factors impacting determining the design and structure of an organization are summarized below.

i) The strategy of the organization

- In the organizational context, strategy implies a broad programme of action and deployment of resources to attain overall and comprehensive objectives of the organization.
- So, a strategy is to be evolved as to how available resources will be used judiciously to achieve organizational objectives in the face of threats or opportunities operating in the environment, by deploying its key resources and marshalling its own efforts to attain the stated objectives.
- **Alfred D. chandler**, after carrying out intensive case studies in a few largest United States organizations, has identified close relationship between the strategy adopted by an organization and its organizations structure.

The impact and influence of strategy on structure may be analyzed as under:

- In case the organization is small, it is evident that the strategy will dictate centralization, whereas the same organization when grows and develops, it will dictate strategies for change in its structure.

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- Strategy has a role in determining organizational goals and tasks which also influence and dictate appropriate structure.
- The choice of appropriate technology and appropriate people are also influenced by the strategy evolved and that in turn influence the desired structure, and
- The adjustment between a strategy adopted and its environment is also affected by the type of organization's structure.

ii) **Size of the organization**

- The size of an organization is an important factor determining organization structure.
- The size of an organization may be measured by the number of people working in the organization, the scale of operations and also the size of investment, etc.
- Various research findings show that there is a close relationship between the size of the organization and its structure.
- In case the organization is small in size, there is less need for formal structure and interaction is based on personal relationship, no policies, procedures and rules matter in task performance.
- In case the organization grows in size, there is need for formal structure, more specialisation and more standardization, and as such organizational manuals, policies, procedures and rules dominate and tend towards bureaucracy.
- Research findings also show that the size of the organization is the predictor of decentralization.
- In another research it was revealed that when an organization grows in size in the terms of number of people, certain changes in the structural features like increase in number of levels, degree coordination and creation of divisions take place.

iii) **The Environment**

- Any organization cannot operate in a vacuum or in isolation of the environment in which it exists.
- An organization is a part and parcel of environment surrounding it and interacts continuously with its environmental factors like political, social, legal, economic, technology, cultural, national and global, amidst which it operates. All these factors are **external forces** which have a bearing on the functioning of the organization.
- The environment determines the structural design of an organization. The form and structure of the organization must have to be adaptive to the environment so as to be functional without any hindrances.
- The framing of organization design and structure would be related to two basic characteristics of environment, (1) **environmental complexity** and (2) **environmental stability**.
- Considering the effect of environment on organization design, the researchers have identified two systems/modules/or structure of organization for two types of environments – **stable and dynamic**.
- These are (1) **the mechanistic system**/ structure which is suitable for stable/ rigid environment and (2) **The organic system** or structure which is suitable for dynamic/ flexible environment.

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- The environment of uncertainty as well as rapid rates of change in environment place different requirements on the design and structure for the organization.
- Organic structure is more effective under the environment of uncertainty when rapid rates of change in environment take place.

iv) The Technology

- The technology plays an important role in structuring the organization design. It is an important factor affecting the design of an organization.
- Technology, being one of the components of organizational environment, consists of machines, tools, equipment, methods, processes and know-how, etc.
- Technology, as an important physical variable, affects the organizational work process or system which in turn affects the organization design also.
- The nature and type of work process and workflow affect the structure of organization.
- For example, the nature and type of work process and workflow in mass production technology will differ from the nature and type of work process and workflow in unit and small batch production technology.
- Consequently, the organization design will also be different.
- On studying the relationship between the technology and the organization structure **Joan wood ward**, an eminent researcher, observed that organization engaged in mass production technology dictated mechanistic structure with formal hierarchical relationship and the organizations engaged in unit and small batch production technology dictated organic structure with less formal relationships.
- Market competition, etc. internalization or globalization has become imperative for modern business.
- To respond to the complex, and rapidly changing global environment, it has become imperative for creating an organization that can adapt quickly in order to grab opportunities that arise anywhere in the globe.
- A boundaryless organization can operate and function efficiently as well effectively by breaking down the artificial boundaries created by a fixed organisational structural design.
- The foundation of boundaryless organization is elimination of the chain of command, limitless span of control and replacement of so called departments with the highly empowered teams.
- Boundaryless organization can move to a flexible structure that allows them to meet the challenge and demands of each situation as and when arise.

Examples of boundaryless organization

- GE
- Coca-cola
- Apple computer
- Wal-Mart
- Boeing, etc.

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7. a) Define the concept of 'Virtual Organisation' with the help of a diagram.

b) State the advantages and disadvantages of virtual organisation.

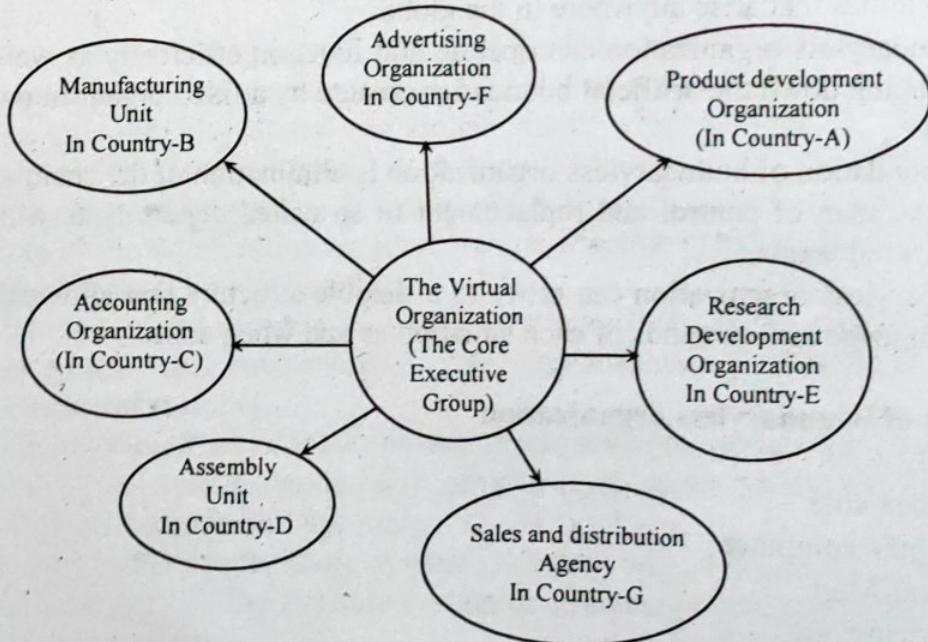
[MODEL QUESTION]

Answer:

a) Virtual Organization

- The virtual organization is a small organization constituted and managed by an executive group.
- The core of such an organization is a small **group of executives** who outsources many of the functions of an organization, like production, research and development, marketing, sales and distribution, etc and concentrate on the activity/functions in which the organization possess strengths and what it does best.
- The core group of the organization is to oversee the activities or operations that are done **in house** and to monitor and coordinate relationship with the organizations **outside** that performs assigned tasks, like manufacture, production and distribution, etc on behalf of the virtual organization.
- The core functions of a virtual organization in which it may reflect its strengths are designing, marketing or distribution.
- Virtual organizations are to work through computer mediated communication technologies, as they are to share information and knowledge speedily with outside parties/suppliers, regardless of distance, time and geographical boundaries.
- In terms of organizational structure and design, the virtual organization is highly centralized, but the structure and design may be changed to meet the changing environment.
- Virtual organizations are flexible, as a result they may adapt new patterns of business with the medium of cyberspace.

Diagram Showing a Virtual Organization



b)

Advantages of Virtual Organization

The advantages of virtual organizations are as follows:

- Virtual organization can run business without owning production or manufacturing unit under its control.
- It is flexible, as a result it may adapt new patterns of business with the medium of cyberspace.
- It can respond rapidly to the changing demands of the customers with products and services available regardless of time, distance and geographical boundaries.

Disadvantage

- As the major functions of the organization are out sourced to other organizations, management control becomes reduced to the fullest extent.
- The core executive group is to spend most of their time in monitoring and coordinating the external relations through cyber links.

8. What is organisational culture? Describe the relationship between organisation culture, performance and satisfaction. [MODEL QUESTION]

Answer:

1st Part: Refer to Question No. 3 (b) of Long Answer Type Questions.

2nd Part:

Relationship between organization Culture, Performance and satisfaction

- Organisational culture has its impact on performance and satisfaction of the organisational members.
- **Satisfaction** on the part of the organisational members will be the highest when there is congruence between the individual needs of the members and the organisational culture.
- **Performance** of the organisational members will be higher when the culture is informal and creative and also supports risk taking.
- Culture plays an important role in keeping values and behaviours of the Organizational members under control, and as a result, culture serves as a control mechanism that guides and shapes the attitudes and behaviours of organizational members.
- Culture conveys a sense of identity for organization's members.
- Culture enhances organizational commitment.
- Culture enables the organization to succeed because; the organizational members can identify, embrace and act on the values of the organization.
- Organizational culture contributes immensely to creativity and innovation of the organizational members, by way of developing norms for benefit of both the individual members and the organization.

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- Organizational culture has considerable influence in formulating statement of organizational philosophy-strategic mission and implementation. It is the culture which provides inputs to the organization to adopt a suitable strategy that suits the needs of the organization.
- Strong culture provides a high level of motivation among the organization's members.
- Culture has immense impact on the performance and satisfaction of the organizational members, though satisfaction on the part of the organizational members varies according to the organizational member's perception of organization's culture

9. Write notes on the following:

- a) Matrix structure of organisation
- b) Organic model of organisation design

[MODEL QUESTION]

Answer:

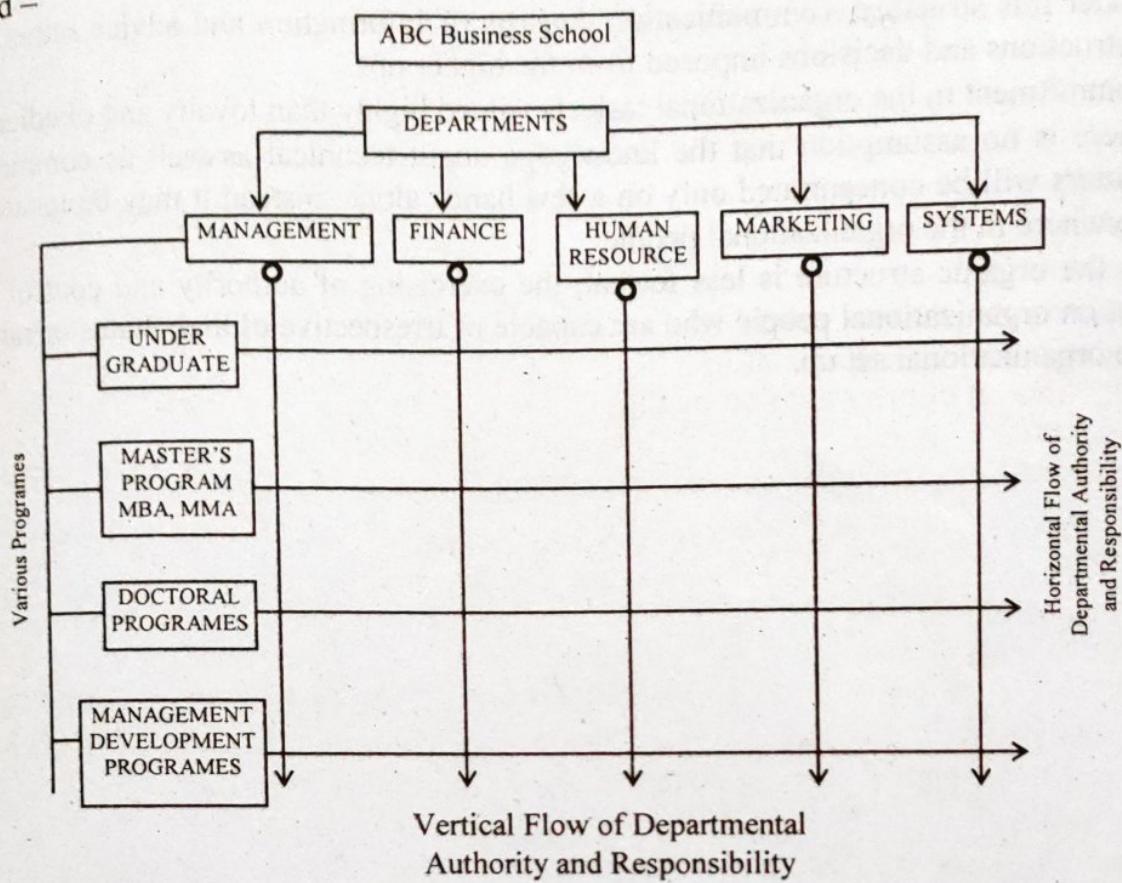
a) Matrix structure of organisation

The Matrix design is created by two structures like project organization and functional organization.

- Matrix design is also known as 'Grid Organization' or Project Management Organization.
- Matrix refers to an array of vertical columns and horizontal rows and thus matrix organization is applied to the two-directional organization structure. In such a structure, an employee is to work under vertical as well as horizontal lines of command.
- In Matrix design, the vertical and horizontal lines of authority are combined and the authority flows both down and across the array of rows.
- In such design, cross-functional teams are used who are assigned to a project for a specific period of the project and when their project assignment is complete, they are to go back to their respective functional departments.
- In matrix design, an employee is to work under a dual chain of command – his functional departmental boss as well the project manager.

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A diagram showing the Matrix design of a business school where various courses are offered –



- The above diagram or the organization structure of the business school 'ABC' indicates that the principal director or the dean of the business school staffs the courses like undergraduate (BBA, BCA, etc.), Post-Graduate (MBA, MMA, MCA etc.), doctoral programs and MDPs by the faculty of the business school and where same faculty serves various programs.

b) Organic model of organisation design

- Considering the effect of environment on organization structure, the organic model system/structure of organization is suitable for **dynamic or flexible environment**.
- The environments of uncertainty as well as rapid rates of change in environments place different requirements on the structure and design for the organization.
- Organic structure is more effective under the environments of uncertainty when rapid rates of change in environments take place.
- Organic structure is also known as '**ADHOCRACIES**'.

The character of organic model

The characteristics or features/nature of organic structure are summarized as under.

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- As organic structure of organization operates in more dynamic parts of environment, it is less formal than an organizational unit operating in stable parts of environment.
- In organic structure of organization, communication flows in lateral, that is, communication between people of different rank.
- Under this structure, communication consists of information and advice rather than instructions and decisions imposed from the higher ups.
- Commitment to the organizational tasks is valued highly than loyalty and obedience.
- There is no assumption that the knowledge about technical as well as commercial matters will be concentrated only on a few hands alone, instead it may be located in anywhere in the organizational people.
- As the organic structure is less formal, the exercising of authority and control may rest on organizational people who are capable of irrespective of their status or rank in the organizational set up.