



SNS COLLEGE OF TECHNOLOGY

(An Autonomous Institution)

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COIMBATORE-641 035, TAMIL NADU



QUESTION BANK

23BAT602 – MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

UNIT II: ORGANISATIONAL BEHAVIOUR

Short Answer Questions (2 Marks Each)

- 1. Define the term "Organisational Behaviour."**
Organisational Behaviour (OB) is the study of human behaviour in an organisational context. It involves understanding, predicting, and influencing individual and group behaviours within an organisation.
- 2. List the key components of an Organisational Behaviour framework.**
The key components of an OB framework include individual behaviour, group dynamics, organisational culture, and the external environment.
- 3. Outline the need for studying Organisational Behaviour.**
Studying OB helps managers develop effective leadership, improve employee relations, enhance communication, and build a positive organisational culture.
- 4. List any two key challenges faced by Organisational Behaviour today.**
Two key challenges are managing workforce diversity and adapting to technological advancements.
- 5. Discuss the importance of understanding human behaviour in an organisation.**
Understanding human behaviour helps managers foster better communication, motivate employees, and resolve conflicts efficiently.
- 6. Describe the importance of group dynamics in Organisational Behaviour.**
Group dynamics play a vital role in decision-making, conflict resolution, and fostering a collaborative environment.
- 7. State the main characteristics of Organisational Behaviour.**
The main characteristics are dynamic nature, interdisciplinary foundation, goal orientation, and the focus on individual and group behaviour.
- 8. Describe the nature of Organisational Behaviour.**
OB is interdisciplinary in nature, drawing from psychology, sociology, anthropology, and management, to study how individuals and groups behave within organisations.
- 9. Explain the importance of Organisational Behaviour in management.**
OB helps managers understand, predict, and control human behaviour, leading to improved productivity, job satisfaction, and employee morale.
- 10. Identify two factors that influence Organisational Behaviour.**
Two factors are organisational culture and leadership style.

11. **Identify any two models of Organisational Behaviour.**
The two models of OB are the Autocratic Model and the Supportive Model.
12. **Summarize the role of Emotional Intelligence in Organisational Behaviour.**
Emotional Intelligence enhances interpersonal relationships, effective leadership, conflict resolution, and decision-making within an organisation.
13. **Identify the major approaches to Organisational Behaviour.**
Major approaches to OB include the Human Relations Approach, Systems Approach, Contingency Approach, and Cognitive Approach.
14. **Distinguish between the autocratic and supportive models of Organisational Behaviour.**
The autocratic model focuses on authority and obedience, while the supportive model emphasises employee support and development to achieve organisational goals.
15. **Describe the cognitive approach to Organisational Behaviour.**
The cognitive approach focuses on how employees perceive, think, and solve problems within an organisation, leading to understanding behaviours.
16. **Illustrate the concept of the OB framework with an example.**
An OB framework may include employee behaviour analysis, such as understanding how motivation and rewards impact productivity and team cohesion.
17. **Explain the systems model of Organisational Behaviour.**
The systems model views an organisation as an interconnected set of elements, where changes in one element can influence others.
18. **Differentiate between the contingency and human relations approaches to Organisational Behaviour.**
The contingency approach emphasizes adapting managerial practices to specific situations, while the human relations approach focuses on the importance of people and relationships within the organisation.
19. **Explain the role of leadership in the OB framework.**
Leadership guides and influences employee behaviour, shapes organisational culture, and ensures the achievement of organisational goals.
20. **State the relationship between Organisational Behaviour and Emotional Intelligence.**
Emotional Intelligence (EI) plays a critical role in OB, as it helps individuals recognise and manage their own emotions as well as understand and influence the emotions of others.

Long Answer Questions with Key Answers (16 Marks Each)

1. **Describe the concept of Organisational Behaviour and its relevance in modern-day management.**
Organisational Behaviour is the study of how individuals and groups act within organisations. It explores their interactions, attitudes, and performance in different situations. The key components of Organisational Behaviour include individual behaviour, group dynamics, and organisational processes. This field is essential in modern-day management as it provides insights into motivating employees, fostering a productive workplace culture, and addressing conflicts effectively. Managers apply Organisational Behaviour concepts to improve communication, increase employee engagement, and enhance decision-making processes, leading to better overall organisational performance.

2. **Describe the importance of Organisational Behaviour in enhancing organisational effectiveness.**

Organisational Behaviour plays a critical role in enhancing organisational effectiveness by improving employee satisfaction, productivity, and retention. It enables managers to understand employees' needs and behaviours, leading to more effective motivation and leadership strategies. By promoting teamwork, developing a positive organisational culture, and managing change effectively, Organisational Behaviour contributes to achieving organisational goals. It also helps in addressing issues like absenteeism, conflict, and poor communication, thereby enhancing the overall efficiency and success of the organisation.

3. **Discuss the impact of organisational culture on employee behaviour.**

Organisational culture refers to the shared values, beliefs, and norms that influence how employees behave in an organisation. A strong organisational culture promotes consistency in employee actions and decisions, leading to greater commitment and loyalty. A positive culture fosters a sense of belonging, motivates employees to perform better, and enhances collaboration among team members. On the other hand, a negative culture may lead to dissatisfaction, decreased motivation, and high turnover rates. Therefore, understanding and shaping organisational culture is crucial for managers to create a productive and supportive work environment.

4. **Explain the importance of understanding group dynamics in managing organisations.**

Group dynamics refers to the interactions and relationships among individuals within a group. Understanding group dynamics is important for managers as it influences team performance, decision-making, and overall organisational outcomes. Effective group management involves identifying the roles, norms, and communication patterns within a group. Managers who understand group dynamics can create cohesive teams, resolve conflicts efficiently, and enhance collaboration. This leads to better problem-solving, improved innovation, and greater productivity, ultimately contributing to the success of the organisation.

5. **Discuss the significance of perception in shaping employee behaviour in an organisation.**

Perception is the process through which individuals interpret and make sense of their surroundings. In an organisation, employees' perceptions of their work environment, colleagues, and leadership play a key role in shaping their behaviour. Positive perceptions lead to higher job satisfaction, motivation, and engagement. Conversely, negative perceptions can result in demotivation, decreased productivity, and increased conflict. Managers need to understand and address employees' perceptions to create a supportive and transparent work environment, which in turn influences organisational success.

6. **Explain the Organisational Behaviour framework and highlight its key elements.**

The Organisational Behaviour framework consists of three key elements: individuals, groups, and the organisation itself. It explores how these elements interact and influence each other. The individual level focuses on personal attitudes, values, personality traits, and motivation. The group level examines group norms, communication, leadership, and teamwork. The organisational level studies culture, structure, and policies. This framework helps managers understand the interrelationships among these levels, leading to better decision-making and enhanced organisational effectiveness.

7. **Analyze the implications of using various models of Organisational Behaviour in managing employees.**

Various models of Organisational Behaviour, such as the autocratic, custodial, supportive, collegial, and system models, offer different approaches to managing employees. The autocratic model focuses on authority and control, which may lead to high productivity but low employee satisfaction. The custodial model emphasizes financial security and benefits, fostering loyalty but may not fully engage employees. The supportive and collegial models promote participation, collaboration, and empowerment, leading to higher motivation and job satisfaction. Each model has its implications, and managers must choose the most appropriate model based on their organisational context to achieve desired outcomes.

8. **Compare the different models of Organisational Behaviour in terms of their key features and applications.**

The different models of Organisational Behaviour include the autocratic, custodial, supportive, collegial, and system models. The autocratic model is based on control and authority, suitable for situations requiring strict discipline. The custodial model provides financial security and benefits to employees, focusing on loyalty and stability. The supportive model emphasizes leadership and motivation, fostering a sense of belonging. The collegial model encourages teamwork and participation, promoting a partnership-like relationship. The system model integrates these approaches to create a balanced work environment. Each model has its unique features and applications, making them relevant in different organisational scenarios.

9. **Analyze the different approaches to studying Organisational Behaviour with their strengths and limitations.**

The different approaches to studying Organisational Behaviour include the human relations approach, systems approach, contingency approach, and interactional psychology approach. The human relations approach focuses on employee satisfaction and motivation but may overlook organisational goals. The systems approach views the organisation as an integrated whole, considering all interrelated parts, but can be complex to implement. The contingency approach emphasizes situational factors but may lack consistency in decision-making. The interactional psychology approach examines both individual traits and environmental factors but may be time-consuming. Each approach offers valuable insights into understanding Organisational Behaviour but has its own limitations.

10. **Explain the role of Emotional Intelligence in shaping Organisational Behaviour within organisations.**

Emotional Intelligence refers to the ability to recognize, understand, and manage one's emotions and those of others. It plays a crucial role in shaping Organisational Behaviour by enhancing interpersonal relationships, communication, and leadership. Managers with high Emotional Intelligence can handle conflicts effectively, motivate employees, and build trust within the team. Emotional Intelligence also promotes empathy, self-regulation, and social skills, which are essential for creating a positive work environment. Understanding and developing Emotional Intelligence within an organisation can lead to improved employee performance, job satisfaction, and overall organisational success.