Q1. A) State whether the following statements are true or false (Any eight) 8

TRUE STATEMENTS:

I, IV, V, VI, IX

FALSE STATEMENTS:

II, III, VII, VIII, X

B) Match the following (Any Seven) 7

1 d

2 a

3 j

4 i

5 h

6 b

7 c

8 e

9 f

10 g

A) Explain the MYERS – BRIGGS (MBTI) indicator of personality assessment. 8 marks

THE MYERS – BRIGGS TYPE INDICATOR (MBTI)

The Myers-Briggs Type Indicator is the most widely used personality assessment instrument in the world. The Myers Briggs model of personality was developed by Katherine Briggs and Isabel Briggs Myers, and is based on four preferences:

E or I (Extraversion or Introversion)

S or N (Sensing or iNtuition)

T or F (Thinking or Feeling)

J or P (Judgment or Perception)

Extraverted (E) v/s Introverted (I). Extraverted individuals are outgoing, sociable and assertive. Introverts are quiet and shy.

Sensing (S) v/s Intuitive (N). Sensing types are practical and prefer routine and order. They focus on details. Institutives rely on unconscious processes and look at the "big picture."

Thinking (T) v/s Feeling (F). Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.

Judging (J) v/s Perceiving (P). Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous.

B) Diagramatically explain various quadrants of Johari Window. 7 marks

| Johari Window model |
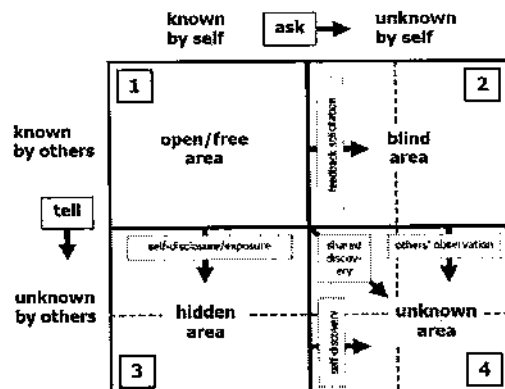
C) What do you mean by perception? Explain various factors influencing individual's perception. 8 marks

Perception is the organization, identification, and interpretation of <u>sensory information</u> in order to represent and understand the

environment.

Perception can be defined as a process by which individuals select, organize and interpret their sensory impressions, so as to give meaning to their environment. Perception is a complex cognitive process and differs from person to person. People's behavior is influenced by their perception of reality, rather than the actual reality.

Factors influencing perception

Following are the factors that influence the perception process:

1. Characteristics of the Perceiver

2. Characteristics of the Target

3. Characteristics of the Situation

D) Write a note on Operant Conditioning theory by B.F. Skinner. 7 marks

Operant Conditioning theory : (B.F. Skinner, Harvard psychologist)

Operant conditioning refers to the process that our behavior produces certain consequences and how we behave in the future will depend on what these consequences are.

It argues that behavior is a function of its consequences. People learn to behave to get something they want or to avoid something they don't want. Operant behavior means voluntary or learned behavior in contrast to reflexive or unlearned behavior. The tendency to repeat such behaviour is influenced by the reinforcement or lack of reinforcement brought about by the consequences of the behaviour. Reinforcement, therefore, strengthens behaviour and increases the likelihood that will be repeated.

Behaviour is assumed to be determined from what is learned rather is from what is unlearned or reflexive. Skinner argued that creating pleasing consequences to follow specific forms of behaviour would increase the frequency of that behaviour. People will most likely engage in desired behaviours if they are positively reinforced for doing so. Rewards are most effective ways if they immediately follow the desired response. In addition, behaviour that is not rewarded or is punished is less likely to be repeated.

(to be explained further)

Q.3 A) What do you mean by Work Groups? Explain various factors affecting work groups. 8 marks

a group is any collection of individuals who have mutually dependent relationship. A formal definition of group is that, it refers to "A collection of two or more people with a stable pattern of relationship between them, who share common goals and who perceives themselves as being a group."

Factors (external) affecting work group behavior / determinants of group behavior. (to be explained)

1. **Overall Strategy of an Organization**

2. **Authority Structure**

3. **Formal Regulations**

4. **Resources**

5. **Performance Evaluation and Reward System**

6. **Organizational Culture**

7. **Physical Work Setting**

B) Write a note on Work Teams. 7 marks

"A group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually accountable." Says Greenberg and baron

A work team generates positive synergy through coordinated effort. Their individual efforts result in a level of performance that is greater than the sum of those individual inputs.

The use of teams is becoming increasingly popular these days. Gregory Moorhead defines a team as "a small number of people with complementary skills who are committed to a common purpose, common performance goal, and an approach for which they hold themselves mutually accountable."

(to be explained in detail)

C) *"Though political behavior is inevitable in the organizations, managers can still prevent excessive damange to organizational performance by taking some action".* Justify this statement by explaining various initiatives which can manage political behavior. 7 marks

1. **Define job duties clearly**

2. **Appropriate reward system and on-time feedback**

3. **Allocate resources unbiasedly**

(to be explained in detail with examples)

D) Explain negative & positive outcomes of conflict. Explain various conflict resolution styles. 8 marks

i) Negative Outcomes : Organizational conflict produces negative outcomes. Conflicts cause stress, which reduces worker satisfaction. This diminished satisfaction can lead to increases in employee absenteeism and turnover. Conflict can also diminish trust in supervisors and fellow employees, which can slow or stop progress of the organization. The internal negative consequences, such as lost trust and slowed progress, can generate a negative impact on overall organizational culture and customer satisfaction due to missed deadlines and reduced work quality.

ii) Positive Outcomes : Organizational conflict also represents an opportunity for productive change. The use of effective communication lies at the heart of this view. Organizational conflicts develop for a reason. By acknowledging the existence of the conflict and finding the source of it, the business leadership opens the door for creative solutions. The simple act of acknowledging and seeking solutions to organizational conflicts can resolve them and draw employees into a stronger relationship with the business.

Conflict Resolution Style

1. Competitive (dominance)
2. Collaborative (win-win)
3. Compromising (lose-lose)
4. Accommodating (smoothing)
5. Avoiding (withdrawl)

q.4 Write a detailed note on MC Gregor's theory X & theory Y.

Understanding the Theory   15 marks

Theory X managers believe employees	Theory Y managers believe employees
need to be controlled don't like work need to be pushed to be more productive need incentive schemes have to be directed to do things that they don't enjoy	want to be involved can think for themselves and make decisions share ownership of tasks will find work more rewarding if given responsibility and a variety of tasks have good ideas can engage in some level of self-management

(to be explained in detail)

B) What do you mean by organization culture? Explain various characteristics of an organization culture. 08 marks

According to Baron and Greenberg, organizational culture is "a cognitive framework consisting of attitudes, values, behavioral norms, and expectations shared by organization members."

There are seven primary characteristics that, in aggregate, capture the essence of an organization's culture.

1. Innovation and Risk Taking
2. Attention to Detail
3. Outcome Orientation
4. People Orientation
5. Team Orientation
6. Aggressiveness
7. Stability

C) Write a note on motivation.

                                                                        07 marks
This answer can cover topics such as meaning, components, definition, stages, importance of motivation.

Q.5

A) What do you mean by change? Explain various sources of resistance to change.

                                                                        08 marks

Change is a constant, a thread woven into the fabric of our personal and professional lives. Change occurs within our world and beyond -- in national and international events, in the physical environment, in the way organizations are structured and conduct their business, in political and socioeconomic problems and solutions, and in societal norms and values.

There are basically 2 sources of resistance to change in the organization. These sources are (I) Individual resistance and (II) organizational resistance.

i) Individual Resistance

Individual sources of resistance to change reside in basic human characteristics such as perception, personalities, and needs. The following summarizes five reasons why individuals may resist change :

Habit

Security :

Economic Factors :

ear of the Unknown :

Selective Information Processing

ii) Organizational Resistance

Six major sources of organizational resistance have been identified :

Structural Inertia :

Limited Focus of Change :

Group Inertia :

Threat to Expertise :

Threat to established power relationships

Threat to established resource allocations :

B) What do you mean by Organizational Development (OD)? Explain various OD intervention techniques. 07 marks

"Organization development is an effort (1) planned, (2) organization wide, and (3) managed from the top, to (4) increase organization effectiveness and health through

3

(5) planned interventions in the organization's "processes," using behavioral-science knowledge."

Following are a few OD Intervention techniques discussed :

a) Eliminating Hierarchical Decision-Making

b) Focusing on Groups

c) Building Trust

d) Reducing Unnecessary Competition

e) Investing in Employees

f) Interim Measurements of Control

g) Active Employee Participation

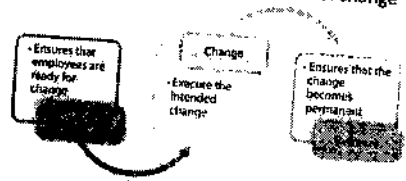h) Strategic Interventions

C. Write short notes on: (Any three)

I) Stress

meaning, sources, causes (any points can be elaborated)   15 marks

ii) Kurt Lewin's Model of organizational change

iii) Halo effect

Halo effect happens when we perceive an individual on the basis of a single characteristics, such as intelligence, sociability or appearance. For e.g. suppose a person likes Sachin Tendulkar very much. He has been a hard core fan of sachin tendulkar. Ask him to list 10 things he dislikes about Sachin Tendulkar. The same example is applicable even when he does not like Sachin Tendulkar and he has been told to list 10 things he likes about Sachin Tendulkar. In both cases, the person will not find it easy to finish this exercise. This is exactly halo effect.

iv) Attitude

meaning, {components, functions (any points can be given in detailed)}

v) Creativity

meaning

Nature of Creativity

Characteristics / Qualities of Creative people

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