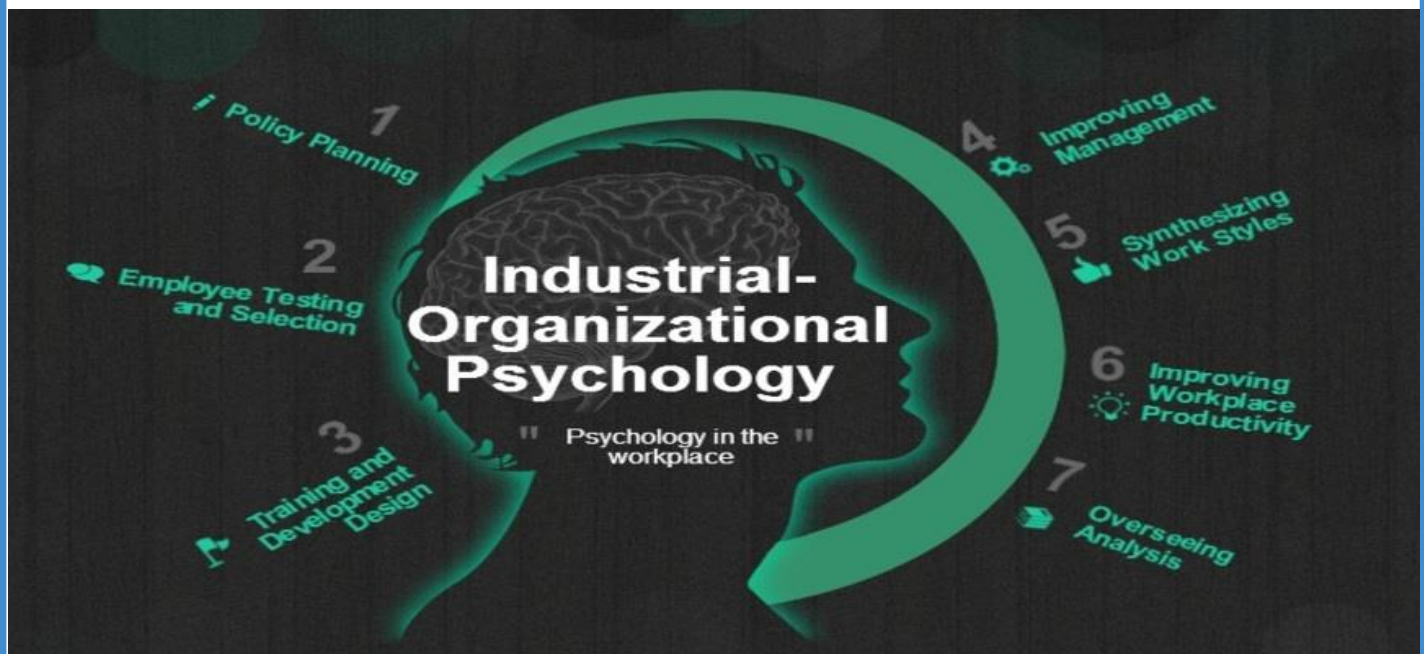


MUZAFFARPUR INSTITUTE OF TECHNOLOGY



COURSE FILE OF ORGANIZATIONAL BEHAVIOR AND INDUSTRIAL PSYCHOLOGY (241301)



Faculty Name: Mr. SANTOSH KUMAR
ASSISTANT PROFESSOR,
DEPARTMENT OF MECHANICAL ENGINEERING



विज्ञान एवं प्रावैधिकी विभाग

Department of Science and Technology
Government of Bihar

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Department of Information Technology

Vision

To achieve global standard in quality of education, research & development in Information Technology by adapting to the rapid technological advancement to empowering the IT-industry with the wings of knowledge and power of innovation through knowledge creation, acquisition and dissemination for the benefit of Society and Humanity.

Mission

- To produce well-rounded, up to date, scientifically tempered, design-oriented engineer and scientists capable of lifelong learning.
- To produce technologically competent and ethically responsible graduates through balanced and dynamic curriculum.
- To develop highly analytical and qualified IT engineers by imparting training on cutting edge technology professional ethics to make the nation as a knowledge power.
- To generate high quality knowledge resource in area of Information Technology and in emerging area to make valuable contribution in IT-Sector for social and economic development of nation and to make organized for identification, monitoring and control of objective attributes of quality for continuous enhancement of academic progress, infrastructure and ambience.

Information Technology Program Educational Objectives

After 4 to 5 years of graduation a B. Tech (IT) graduate would be able to

- Plan, design, construct, maintain, analyze, advance, and manage Information Technology projects of moderate complexity
- Pursue professional licensure and certifications
- Engage in life-long learning and pursue advanced level studies
- Demonstrate leadership skills through career advancement and active participation in the Information Technology profession and in the community

Information Technology Programme Outcomes

Students who complete the B. Tech degree in Information Technology will be able to:

1. An ability to apply acquired knowledge of mathematics, science and computer science and engineering to solve engineering problems
2. An ability to identify, formulate and analyze engineering problems.
3. An ability to design and implement a system, process, component or program to meet desired needs, within realistic constraints such as culture, society, environment, health and safety.
4. An ability to conduct investigations of complex problems to reach valid conclusions and to research the contemporary issues.
5. An ability to use appropriate skills, modern tools and techniques necessary for computing and engineering practices.
6. An ability to demonstrate professional responsibilities pertaining to computer science and engineering by the analysis of societal, health, safety, legal and cultural issues.
7. An ability to produce engineering solutions in global and societal context and demonstrate the need for sustainable development.
8. Apply ethical principles, professional ethics and norms of computer engineering practices.
9. An ability to function effectively as an individual and in multi-disciplinary teams.
10. An ability to prepare technical reports and make presentations for the effective delivery of technical information.
11. Recognition of the need for an ability to engage in lifelong learning.
12. An ability to incorporate appropriate economics and business practices for project, risk and change management.

Course Name: ORGANIZATIONAL BEHAVIOR & INDUSTRIAL PSYCHOLOGY

Course Description: Industrial-organizational psychologists use psychological principles and research methods to solve problems in the workplace and improve the quality of life. They study workplace productivity and management and employee working styles. They get a feel for the morale and personality of a company or organization.

Course Objectives: The course content enables students to:

1. To develop an understanding of the nature, functioning and design of organisation as social collectivities.
2. The basic concepts and theories underlying individual behaviour besides developing better insights into one's own self.
3. To gain insight into the organisational learning processes, how they can be fostered and enhanced.
4. Individual behaviour in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.
5. After completing this course you should have an understanding of human behavior in groups and should have developed knowledge and skills in leadership, power, communication, negotiation and conflict management.
6. To examine the reciprocal relationship between the organisational characteristics (for example: structure, strategies, systems etc.) and managerial behaviour.
7. To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organisational processes.

Course Outcomes (CO):

At the end of the course students are able to:

1. Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
2. Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.
3. Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.
4. Analyse organisational behavioural issues in the context of organisational behaviour theories, models and concepts.

CO-PO MAPPING

Sr. No.	Course Outcome	PO
1.	Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.	PO1, PO6, PO8, PO9, P10
2.	Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.	PO1, PO2, PO3, PO5
3.	Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.	PO4, PO5, PO6, PO9 PO10, PO11, PO12
4.	Analyse organisational behavioural issues in the context of organisational behaviour theories, models and concepts.	PO3, PO7, PO8, PO10, PO12

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
1. Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.	√					√		√	√	√		
2. Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.	√	√	√		√							
3. Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.				√	√	√			√	√	√	√
4. Analyse organisational behavioural issues in the context of organisational behaviour theories, models and concepts.			√				√	√		√		√

SYLLABUS

ORGANIZATIONAL BEHAVIOR & INDUSTRIAL PSYCHOLOGY

L-T-P : 3-0-0

Credit : 3

- 1. Concept of organization & organizational Behavior. Lecture : 2**
- 2. (a) Personality: meaning, concept, determinants, personality theories (psychoanalytic Theory, Trait Theory and Self Theory).
(b) Perception: meaning, concept, process of perception, significance of perception.
(c) Learning- meaning, concept, nature, component of learning process.
(d) Attitude- meaning, concept, factors in attitude formation, method of finding Employee's attitude.
(e) Value - Meaning and types, value and attitude – similarity and difference.
(f) Motivation- meaning, theory of motivation (Maslow's Theory & Herzberg's Theory).
Lecture : 11**
- 3. (a) Group & Group Dynamics - concept, importance, classification of groups , reason for group, formation, group cohesiveness.
(b) Team work: meaning, concept, types, creating, an effective team. Lecture : 4**
- 4. (a) Communication- concept, process, importance, barrier.
(b) Organizational conflict- meaning, concept, types, stages of conflict, resolution of conflict.
(c) Power & politics- nature and concept, Ethics of power & politics, types of power.
(d) Leadership- concept, qualities and functions of a leader, approaches to the analysis of leadership
Lecture : 8**
- 5. Concept of organization theory, concept of organization structure, form of organizational structure, form of organizational culture. Lecture : 7**
- 6. (a) Organizational effectiveness - concept , approaches, criteria of effectiveness.
(b) Organizational change - meaning, factors in Organizational change, process of planned change.
(c) Organizational Development - concept, need of organizational development, difference between organizational development & management development. Lecture : 7**

Text Books:

1. Organizational behavior by Stephen P. Robbin & Seema Sanghi- pearson
2. Organizational behavior by L.M. Prasad-S Chand & sons

Reference Book:

1. Organization behavior: managing people and organization by Gregory moorehead – Biztantra

3rd Semester IT

**ROOM NO-
15A**

<i>Day/ time</i>	09:00-10:00	10:00-11:00	11:00-12:00	12:00-13:00	13:00-14:00	14:00-15:00	15:00-16:00	16:00-17:00
MON	OBIP (SK)				B R E A K			
TUE								
WED								
THU		OBIP (SK)						
FRI								
SAT			OBIP (SK)					

MUZAFFARPUR INSTITUTE OF TECHNOLOGY, MUZAFFARPUR**3rd SEMESTER****INFORMATION TECHNOLOGY**

SL. NO.	ROLL NO.	AKU REG. NO.	NAME
1	16IT07	16106107035	RISHIKESH BHARDWAJ
2	16IT15	16106107021	BHANU KUMAR RANJAN
3	16IT30	16106107038	SUNIL KUMAR
4	17IT01	17106107004	ANKIT JHA
5	17IT03	17106107005	PREETI
6	17IT04	17106107003	PRATYASHA SHREE
7	17IT05	17106107006	SUDHAKAR PRAKASH
8	17IT06	17106107012	ABHISHEK KUMAR
9	17IT07	17106107010	RAHUL KUMAR SINHA
10	17IT08	17106107009	ALOK KUMAR
11	17IT09	17106107015	LUV
12	17IT10	17106107008	NITISH SHRIVASTAVA
13	17IT12	17106107007	RISHABH KUMAR
14	17IT13	17106107001	RIYA AGRAWAL
15	17IT16	17106107002	ANURAG PRAKASH
16	17IT18	17106107013	RITESH KUMAR
17	17IT19	17106107020	ESHA NANDINI
18	17IT20	17106107028	SURBHI KUMARI
19	17IT21	17106107011	APURVA SINGH
20	17IT22	17106107022	SHUBHAM KUMAR
21	17IT23	17106107034	NIVEDITA KUMARI
22	17IT24	17106107019	SHANTANU KUMAR
23	17IT25	17106107014	ANUPAM SINGH
24	17IT26	17106107041	VINEETA
25	17IT27	17106107033	MALA KUMARI
26	17IT28	17106107023	IFFAT NAAZ
27	17IT29	17106107027	NEESHA BHARTI
28	17IT30	17106107042	KUMAR SHIVAM
29	17IT31	17106107017	SHUBHAM KUMAR
30	17IT32	17106107018	ARVIND KUMAR
31	17IT34	17106107024	VIKASH KUMAR
32	17IT35	17106107021	ABHINAV KUMAR ANAND
33	17IT36	17106107026	MD OBAIDULLAH
34	17IT37	17106107037	MASUM RAJA
35	17IT38	17106107016	ANURAG GUPTA
36	17IT39	17106107032	RAHUL KUMAR JHA

MUZAFFARPUR INSTITUTE OF TECHNOLOGY, MUZAFFARPUR

3rd SEMESTER

INFORMATION TECHNOLOGY

37	17IT40	17106107029	SHUBHAM KUMAR
38	17IT41	17106107025	ANKIT KUMAR
39	17IT42	17106107039	ANURAG KUMAR SHARMA
40	17IT43	17106107035	JUHI KUMARI
41	17IT44	17106107038	ABHISHEK KUMAR
42	17IT45	17106107040	AKANKSHA ANAND
43	17IT46	17106107030	AMAN SHRAFF
44	17IT47	17106107031	RAKESH KUMAR PRASAD
45	17IT48	17106107036	NAVNEET KUMAR

Institute / College Name :	MUZAFFARPUR INSTITUTE OF TECHNOLOGY		
Program Name	B.TECH INFORMATION TECHNOLOGY		
Course Code	241301		
Course Name	ORGANIZATIONAL BEHAVIOUR AND INDUSTRIAL PSYCHOLOGY		
Lecture / Tutorial (per week):	3/0	Course Credits	3
Course Coordinator Name	MR. SANTOSH KUMAR		

1. Scope and Objectives of the Course

Industrial-organizational psychologists use psychological principles and research methods to solve problems in the workplace and improve the quality of life. They study workplace productivity and management and employee working styles. They get a feel for the morale and personality of a company or organization.

Objectives:

1. To develop an understanding of the nature, functioning and design of organisation as social collectivities.
2. The basic concepts and theories underlying individual behaviour besides developing better insights into one's own self.
3. To gain insight into the organisational learning processes, how they can be fostered and enhanced.
4. Individual behaviour in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.
5. After completing this course you should have an understanding of human behavior in groups and should have developed knowledge and skills in leadership, power, communication, negotiation and conflict management.
6. To examine the reciprocal relationship between the organisational characteristics (for example: structure, strategies, systems etc.) and managerial behaviour.
7. To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organisational processes.

The course outcomes are:

1. Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
2. Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.
3. Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.
4. Analyse organisational behavioural issues in the context of organisational behaviour theories, models and concepts.

Text Books:

1. Organizational behavior by Stephen P. Robbin & Seema Sanghi- pearson
2. Organizational behavior by L.M. Prasad-S Chand & sons

Reference Book:

1. Organization behavior: managing people and organization by Gregory moorehead-Biztantra

4. Other readings and relevant websites

S.No.	Link of Journals, Magazines, websites and Research Papers
1.	https://link.springer.com/chapter/10.1007/978-3-642-46354-9_25
2.	https://eric.ed.gov/?id=ED091542
3.	https://philpapers.org/rec/BARSAA-15
4.	http://psycnet.apa.org/record/2006-03537-000
5.	https://lwzje2hnb05.storage.googleapis.com/MDIwNTAzMTA4MA==05.pdf

5. Course Plan

Lecture Number	Date of Lecture	Topics	Web Links for video lectures	Text Book / Reference Book / Other reading material	Page numbers of Text Book(s)
1-2		Introduction		TB2	3-74
		Concept of organization & organizational Behavior.	https://www.youtube.com/watch?v=-sLHfYnxh8s	http://nptel.ac.in/courses/110105034/1	
3-4		Personality		TB2	89-116
		(a) Personality: meaning, concept, determinants, personality theories (psychoanalytic Theory, Trait Theory and Self Theory).	https://www.youtube.com/watch?v=vJuYtdksW6c&t=259s	http://nptel.ac.in/courses/110105034/6	
5-6		Perception		TB2	117-136
		(b) Perception: meaning, concept, process of perception, significance of perception.	https://www.youtube.com/watch?v=DNdUY4nz1qQ	http://nptel.ac.in/courses/110105034/12	
7-8		Learning		TB2	137-168
		(c) Learning- meaning, concept, nature, component of learning process.			
9-10		Attitude		TB2	169-180
		(d) Attitude- meaning, concept, factors in attitude formation, method of finding Employee's attitude.	https://www.youtube.com/watch?v=5dresZBMrnE	http://nptel.ac.in/courses/110105034/8	
11		Values		TB2	181-194
		(e) Value - Meaning and types, value and attitude – similarity and difference.			

12-13		Motivation		TB2	217-282
		(f) Motivation- meaning, theory of motivation (Maslow's Theory & Herzberg's Theory).	https://www.youtube.com/watch?v=Mrms1YmloWM	http://nptel.ac.in/courses/110105034/14	
14-15		Group		TB2	329-378
		(a) Group & Group Dynamics - concept, importance, classification of groups, reason for group, formation, group cohesiveness.	https://www.youtube.com/watch?v=6mBLT7gux2I	http://nptel.ac.in/course/110105034/23	
16-17		Team		TB2	379-396
		(b) Team work: meaning, concept, types, creating, an effective team.	https://www.youtube.com/watch?v=3UMxnWFxdm8	http://nptel.ac.in/course/110105034/24	
18-19		Communication		TB2	471-500
		(a) Communication- concept, process, importance, barrier.	https://www.youtube.com/watch?v=og5kkKtmQjs	http://nptel.ac.in/course/110105034/30	
20-21		Organizational conflict		TB2	501-526
		(b) Organizational conflict- meaning, concept, types, stages of conflict, resolution of conflict.	https://www.youtube.com/watch?v=jsFiWdQJFCs	http://nptel.ac.in/course/110105034/26	
22-23		Power & politics		TB2	397-422
		(c) Power & politics- nature and concept, Ethics of power & politics, types of power.	https://www.youtube.com/watch?v=3wLDyPN4QMY&t=756s	http://nptel.ac.in/course/110105034/27	
24-25		Leadership		TB2	423-470
		(d) Leadership- concept, qualities and functions of a leader, approaches to the analysis of leadership	https://www.youtube.com/watch?v=x-ycseyaPDE	http://nptel.ac.in/courses/110105034/34	
26-32		Concept of organization theory		TB2	527-592
		Concept of organization theory , concept of organization structure, form of organizational structure, form of organizational culture.	https://www.youtube.com/watch?v=DpoRduFdgpl	http://nptel.ac.in/course/110105034/37	
33-34		Organizational effectiveness		TB2	647-666
		(a) Organizational effectiveness - concept , approaches, criteria of	https://www.youtube.com/watch?v=q5XGiYAT8Tk	http://nptel.ac.in/courses/110105034/2	

		effectiveness.			
35-36		Organizational change		TB2	667-692
		(b) Organizational change - meaning, factors in Organizational change, process of planned change.	https://www.youtube.com/watch?v=TnhBeaFbHYo	http://nptel.ac.in/courses/110105034/40	
37-39		Organizational Development		TB2	693-719
		(c) Organizational Development - concept, need of organizational development, difference between organizational development & management development.	https://www.youtube.com/watch?v=Mmz1o3FbcCE		

6. Evaluation Scheme:

Component 1	Mid Semester Exam	20
Component 2	Assignment Evaluation	5
Component 3	TA	5
Component 4**	End Term Examination**	70
	Total	100

** The End Term Comprehensive examination will be held at the end of semester. The mandatory requirement of 75% attendance in all theory classes is to be met for being eligible to appear in this component.

7. SYLLABUS

Topics	No of lectures	Weightage
Concept of organization & organizational Behavior.	2	10%
1. (a) Personality: meaning, concept, determinants, personality theories (psychoanalytic Theory, Trait Theory and Self Theory). (b) Perception: meaning, concept, process of perception, significance of perception. (c) Learning- meaning, concept, nature, component of learning process. (d) Attitude- meaning, concept, factors in attitude formation, method of finding Employee's attitude.	11	25%

(e) Value - Meaning and types, value and attitude – similarity and difference. (f) Motivation- meaning, theory of motivation (Maslow's Theory & Herzberg's Theory).		
(a) Group & Group Dynamics - concept, importance, classification of groups , reason for group, formation, group cohesiveness. (b) Team work: meaning, concept, types, creating, an effective team.	4	20%
(a) Communication- concept, process, importance, barrier. (b) Organizational conflict- meaning, concept, types, stages of conflict, resolution of conflict. (c) Power & politics- nature and concept, Ethics of power & politics, types of power. (d) Leadership- concept, qualities and functions of a leader, approaches to the analysis of leadership	8	20%
Concept of organization theory , concept of organization structure, form of organizational structure, form of organizational culture.	7	10%
(a) Organizational effectiveness - concept , approaches, criteria of effectiveness. (b) Organizational change - meaning, factors in Organizational change, process of planned change. (c) Organizational Development - concept, need of organizational development, difference between organizational development & management development.	7	15%

8. This Document is approved by:

Designation	Name	Signature
Course Coordinator	Mr. SANTOSH KUMAR	
H.O.D	Mr. VIJAY KUMAR	
Principal	Dr. J. N. JHA	
Date	01/08/2018	

9. Evaluation and Examination Blue Print:

Internal assessment is done through quiz tests, presentations, assignments and project work. Two sets of question papers are asked from each faculty and out of these two, without the knowledge of faculty, one question paper is chosen for the concerned examination. Examination rules and regulations are uploaded on the student's portal. Evaluation is a very transparent process and the answer sheets of sessional tests, internal assessment assignments are returned back to the students.

The components of evaluations along-with their weightage followed by the University is given below

Sessional Test 1 20%

Assignments/Quiz Tests/Seminars 10%

End term examination 70%

(From amongst the three sessional tests best of two are considered)

LECTURE PLAN: ORGANIZATIONAL BEHAVIOR & INDUSTRIAL PSYCHOLOGY

Part-A		Lecture Plan	
S.No	Topic Name	Periods	
1	1.	Concept of organization & organizational Behavior	2
2	2.1	Personality : meaning, concept , determinants, personality theories (psychoanalytic Theory, Trait Theory and Self Theory).	2
	2.2	Perception-meaning , concept, process of perception, significance of perception.	2
	2.3	Learning- meaning, concept, nature, component of learning process.	2
	2.4	Attitude- meaning, concept, factors in attitude formation, method of finding Employee's attitude.	2
	2.5	Value - Meaning and types, value and attitude – similarity and difference.	2
	2.6	Motivation- meaning, theory of motivation (Maslow's Theory & Herzberg's Theory).	2
3	3.1	Group & Group Dynamics - concept, importance, classification of groups , reason for group, formation, group cohesiveness.	2
	3.2	Team work :meaning , concept, types , creating, an effective team.	2
4	4.1	Communication- concept, process, importance, barrier.	2
	4.2	Organizational conflict- meaning, concept, types, stages of conflict, resolution of conflict.	2
	4.3	Power & politics- nature and concept, Ethics of power & politics, types of power.	2
	4.4	Leadership- concept, qualities and functions of a leader, approaches to the analysis of leadership	2
5	5.1	Concept of organization theory	2
	5.2	concept of organization structure	2
	5.3	form of organizational structure	2
	5.4	form of organizational culture.	2
6	6.1	Organizational effectiveness - concept , approaches, criteria of effectiveness.	2
	6.2	Organizational change - meaning, factors in Organizational change, process of planned change.	2
	6.3	Organizational Development - concept ,need of organizational development, difference between organizational development & management development.	2
Total			40

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ORGANISATIONAL BEHAVIOUR AND
INDUSTRIAL PSYCHOLOGY

Time : 3 hours

Full Marks : 70

Instructions :

(i) All questions carry equal marks.

(ii) There are **NINE** questions in this paper.

(iii) Attempt **FIVE** questions in all.

(iv) Question No. 1 is compulsory.

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1. Answer as directed (any seven) :

(a) An organisation prosperity relies on

(i) individual departmental planning

(ii) overall organisation planning

(iii) setting short-term objectives

(iv) None of the above

(Choose the correct option)

(b) Combination of two or more individuals for a common goal with a minimum of common programme is called coalition.

(Write True or False)

(c) Hawthorne experiments are associated with

(i) Henry Fayol

(ii) Max Weber

(iii) Elton Mayo

(iv) F. W. Taylor

(Choose the correct option)

(d) Thematic apperception test (TAT) is designated to understand the

(i) perception of an individual

(ii) personality of an individual

(iii) learning of an individual

(iv) None of the above

(Choose the correct option)

(e) Which of the following is not true for leadership?

(i) Leadership is a personal quality

(ii) Leadership is a continuous process

(iii) Leadership is universal

(iv) Leadership involves the inter-personal influence

(Choose the correct option)

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- (f) On the basis of relationship communication may be classified as
- downward and upward
 - ~~formal and informal~~
 - written and oral akubihar.com
 - horizontal and diagonal
- (Choose the correct option)
- (g) Which of the following is not a reason for group formation?
- To satisfy the instincts of belongingness
 - For social and mental security
 - ~~For fighting the fellow employees and suppress them~~
 - To acquire authority and power
- (Choose the correct option)
- (h) Job security is vital for tuning up the ^{mind} of employee. (status, welfare, morale, pleasure)
- (Fill in the blank)
- (i) Id reflects that human mind is primitive, instinctual and govern by principles of pleasure and —. (status, glamour, greed, power)
- (Fill in the blank)
- (j) Valence motivation formula is simple, yet powerful one, that can be expressed as
 Motivation = — × —.
- (Fill in the blank)

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- Define organisation and organisational behaviour. What are the main elements of an organisation? Discuss
- Define motivation. Discuss Herzberg's two factors theory. Compare it with Maslow's need hierarchy theory akubihar.com
- Define perception. Outline the process of perception
- What do you understand by the term personality? Explain the determinants of personality development.
- What do you understand by organisation culture? Discuss the characteristics and elements of organisation culture.
- Discuss the major contribution of the Hawthorne experiments to the present-day organisation.
- What do you understand by effective communication? What are the main barriers to communication in organisation? How can these be eliminated?
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- Define organisational effectiveness. Discuss the various steps involved in studying the organisational effectiveness.

B.Tech. 3rd Semester Exam., 2013

ORGANISATIONAL BEHAVIOUR AND
INDUSTRIAL PSYCHOLOGY

Time : 3 hours

Full-Marks : 70

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Instructions :

- (i) All questions carry equal marks.
- (ii) There are **NINE** questions in this paper.
- (iii) Attempt **FIVE** questions in all.
- (iv) Question No. 1 is compulsory.

1. Choose the correct answer/Fill in the blanks of any seven of the following :

~~(a)~~ Basis of autocratic model of human behaviour is

- (i) leadership
- (ii) economic resources
- (iii) power
- (iv) team building

1) Positive reinforcement is

- (i) threat of punishment rather than to give reward
- ~~(ii)~~ giving reward to modify behaviour
- (iii) method of controlling undesirable behaviour
- (iv) control device employed in the organisation to discourage and reduce annoying behaviour

(c) Which theory of motivation calls for teamwork?

- (i) Maslow's need hierarchy theory -
- (ii) Herzberg's two-factor theory
- ~~(iii)~~ Theory X and Y
- (iv) Theory Z

~~(d)~~ Interaction theory of group formation states that people come together and form a group

- (i) because of geographical proximity
- ~~(ii)~~ because of activities, interaction and sentiments akubihar.com
- (iii) because of common objectives and goals
- (iv) because they think that the cost of joining the group is more than the benefits and rewards from joining the group

(e) Noise is

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- ~~(i)~~ grapevine
- (ii) communication barriers
- (iii) communication energizer
- (iv) None of the above

(f) Sigmund Freud developed an organisation of personality consisting of three structures within human mind/are id, Ego and the superego.

(g) Which of the following organisations is permanent in nature?

- (i) Project organisation
- (ii) Committee organisation
- (iii) Matrix organisation
- (iv) Line and staff organisation

(h) Social value of places emphasise on

- (i) loving with people
- (ii) discovering of truth through a critical and rational approach
- (iii) unity of experience and understanding of universe as a whole
- (iv) acquisition of power and influence

(i) Cognitive dissonance refers to any incompatibility that individual might perceive between two or more of his attitudes or between his behaviour and —

- (i) power
- (ii) influence
- (iii) attitude

Principles of scalar chain signifies that the unbroken lines of authority from top level to bottom level of organisation.

- (i) True
- (ii) False

→ 2. What do you understand by organisational behaviour? Why is organisational behaviour important for the management of organisation? Discuss briefly.

3. What are the organisational theories? What is scientific management? Discuss the various techniques of scientific management.

4. What is leadership? Discuss the leadership styles and the situation under which each one is useful.

5. What is learning? Briefly discuss the components of learning.

6. What do you understand by group cohesiveness? Discuss the various factors affecting the group cohesiveness.

7. Define motivation. Discuss Maslow's theory of hierarchy of needs.

8. What do you understand by organisation climate? Explain the factors that determine the climate of an industrial organisation.

9. What do you understand by power and politics in the organisation? Discuss the different types of power used in organisation.

B.Tech. 3rd Semester Exam., 2014

ORGANIZATIONAL BEHAVIOR AND
INDUSTRIAL PSYCHOLOGY

Time : 3 hours

Full Marks : 70

Instructions :

- (i) All questions carry equal marks.
- (ii) There are **NINE** questions in this paper.
- (iii) Attempt **FIVE** questions in all.
- (iv) Question No. 1 is compulsory.

1. Choose the correct answer (any seven).

(a) An OB study would be least likely to be used to focus on which of the following problems?

- (i) An increase in absenteeism
- (ii) A fall in productivity
- (iii) Decrease in sales

(iv) Increase in theft by employees

(b) What are three primary determinants of behavior that OB focuses upon?

- (i) Profit structure, organizational complexity and job satisfaction
- (ii) Individuals, group and job satisfaction
- (iii) Group, structure and profit structure

(iv) Individuals, group and structure

(c) Which of the following is not the topic of OB?

- (i) Motivation
- (ii) Attitude
- (iii) Conflict

(iv) Resource allocation

(d) In order to predict human behavior with any degree of accuracy, what sort of variables must be taken into account?

- (i) Global
- (ii) General
- (iii) Dependent

(iv) Contingency

(e) According to textbooks, when diversity is not managed properly, there is a potential for

- (i) higher creativity
- (ii) communication benefits

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(iii) labor cost inequity

(iv) higher turnover

(f) Which level of Maslow's hierarchy of needs deals with satisfying one's hunger, thirst and need?

(i) Safety

(ii) Physiological

(iii) Social

(iv) Esteem

(g) The time at which an object or event is seen as an example of what type of factor influencing the perceptual process?

(i) Perceiver

(ii) Target

(iii) Social

(iv) Context

(h) Which of the following factors is not a factor in the individual perceiver?

(i) Attitude

(ii) Motive

~~(iii) Location~~

(iv) Perception

(i) Two-factor theory was proposed by

(i) Maslow

~~(ii) Herzberg~~

(iii) Victor Vroom

(iv) None of them

(j) The managerial grid theory has been given by

(i) Blake and Mouton

(ii) John Kotler

(iii) Fred Fiedler

(iv) Hersey and Blanchard

2. Define the term organizational behavior and discuss its features.

3. What is perception and how it differs from sensation? What are the factors that affect perception?

4. What do you understand by the term group dynamics? Discuss the different stages of group development.

5. Define attitude. What are the different functions of attitude?

6. Discuss the term organizational change and factors influencing it.

7. Briefly discuss the Pavlov's classical conditioning theory of learning.

8. Discuss the concept of ego states developed by Eric Berne for transactional analysis.

9. Discuss the different barriers to communication and its remedies.

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**ORGANISATIONAL BEHAVIOUR AND
INDUSTRIAL PSYCHOLOGY**

Time : 3 hours

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Instructions :

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1. State whether the following statements are True or False (any seven) :

- (a) Organisational behaviour is both a science and an art. **T**
- (b) Leadership is a personal quality and it involves interpersonal influence. **F**
- (c) Id is a state of human mind which regulates and integrates the inner motives and conflicting demands, defends the person by using defence mechanism.

(d) Perception is a process by which individual organise and interpret their sensory impression in order to give meaning to their environment.

(e) Hawthorne studies had taken an account that strict control have to be exercised in the organisation.

(f) Combination of two or more individuals for a common goal with a common minimum programme is called as coalition.

(g) In an organisation, responsibility of a person should be more than his authority.

(h) Organisation development and management development are synonymous.

(i) People form group to satisfy instinct of belongingness and for social and mental security.

(j) Project organisation is permanent in nature.

2. What are the common barriers to communication? How can these be overcome?

3. What are the various theories of personality development? Discuss the Freudian psycho-analytic theory of personality development.

4. What were Hawthorne experiments? Discuss the findings of Hawthorne experiments.
5. Discuss Maslow's need hierarchy theory of motivation. Discuss its importance.
6. Define organisational conflicts. What are the various forms of conflicts that can occur within an organisation?
7. What do you understand by group cohesiveness? Discuss the various factors affecting group cohesiveness.
8. What is perception? Discuss the various factors influencing perception.
9. What do you understand by organisational effectiveness? State the method of approaches and describe goal approach.

Code : 241301

B.Tech 3rd Semester Examination, 2016

Organizational Behaviour Industrial Psychology

Time : 3 hours

Full Marks : 70

Instructions :

- (i) *There are Nine Questions in this Paper*
- (ii) *Attempt Five questions in all.*
- (iii) **Question No. 1 is Compulsory.**
- (iv) *The marks are indicated in the right hand margin.*

1. Answer the following questions (any seven) : $2 \times 7 = 14$

- (a) Define Organizational Politics.
- (b) What are the various components of attitude ?
- (c) What is the basic difference between a group and a team?
- (d) Explain the meaning of organizational Conflict?
- (e) Mention the sources of power.
- (f) Explain the autocratic leadership.
- (g) What is halo effect?
- (h) How is intergroup conflict different from intragroup conflict?

- (i) Define personality.
- (j) What is organisational effectiveness?
- 2. (a) What is organizational behaviour?
- (b) What are the management challenges before organizational behaviour? $2+2=14$
- 3. (a) What is the concept of motivation?
- (b) Discuss Herzberg's two factor theory. What could be the possible limitation of this theory? $4+10=14$
- 4. What do you mean by organizational effectiveness? Discuss the criteria of organizational effectiveness in detail. 14
- 5. (a) What is group dynamics?
- (b) Explain the different stages of group development? $4+10=14$
- 6. (a) Why do conflicts exist in organizations ? Are organizational conflicts always dysfunctional? Explain.
- (b) Discuss important organizational conflict resolution techniques. $7+7=14$
- 7. (a) Discuss Kurt Lewin's theory of change.
- (b) Describe the process of planned change in organization. $7+7=14$

Code : 241301

2

P.T.O

8. Define organizational culture. What are the determinants of organizational culture? 14

9. (a) Explain the relevance of communication in organizations.

(b) Discuss the various barriers to communication process. 7+7=14

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B.Tech 3rd Semester Exam., 2017

**ORGANIZATIONAL BEHAVIOUR
AND INDUSTRIAL PSYCHOLOGY**

Time : 3 hours

Full Marks : 70

Instructions : akubihar.com

- (i) The marks are indicated in the right-hand margin.
- (ii) There are **NINE** questions in this paper.
- (iii) Attempt **FIVE** questions in all.
- (iv) Question No. 1 is compulsory.

1. Answer the following questions (any seven) :

2×7=14

- (a) What is the meaning of perception?
- (b) Explain the link between association and learning.
- (c) What is self-actualization in Maslow's need hierarchy?
- (d) Mention the stages of conflict at work.
- (e) What is power centre? akubihar.com
- (f) Briefly explain the difference between values and attitude.

- (g) Why do people resist change?
- (h) Explain the meaning of group cohesiveness. akubihar.com
- (i) All managers are leaders. Comment.
- (j) Define motivation.

2. Define the term 'organizational effectiveness'. What are the factors contributing to the organizational effectiveness? 14

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- 3. (a) Define the concept of learning.
- (b) Discuss the classical conditioning and operant conditioning theory of learning in detail. 2+12=14

4. What are the various forms of organizational structure? Discuss in detail, pointing out the merits and demerits of each form. 14

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- 5. Explain the different models of organizational behaviour. 14
- 6. What is power? What are the various sources and bases of power? 14

- ✓ 7. Explain the concept of attitude. What are the functions served by attitude? 14
- ✗ 8. Who is a leader? Describe the situational theories of leadership. 14
- ✓ 9. Why do people form groups? Explain the concept of group dynamics. Broadly discuss the different types of groups. 14

Question Bank

1. Define organizational effectiveness. Discuss the various steps involved in studying the organizational effectiveness.
2. What do you understand by effective communication? What are the main barriers to communication in organization? How can these be eliminated?
3. Discuss the major contribution of the Hawthorne experiments to the present day organization.
4. What do you understand by organization culture? Discuss the characteristics and elements to present day organization.
5. What do you understand by the term personality? Explain the determinants of personality developments.
6. Define perception. Outline the process of perception.
7. Define motivation. Discuss Herzberg's two factor theory. Compare it with Maslow's need hierarchy theory.
8. What is learning? Briefly discuss the components of learning.
9. Define motivation. Discuss Maslow's theory of hierarchy of needs.
10. What do you understand by group cohesiveness? Discuss the various factors affecting the group cohesiveness.
11. What do you understand by power and politics in the organization? Discuss the different types of power used in organization.
12. What do you understand by organization climate? Explain the factors that determine the climate of an industrial organization.
13. What is leadership? Discuss the leadership styles and the situation under which each one is useful.
14. Discuss different barriers to communication and its remedies.
15. Discuss the concept of ego states developed by Eric Berne for organizational analysis.
16. Briefly discuss the pavlov's classical conditioning theory of learning.
17. Define attitude. What are the different functions of attitude?
18. What do you understand by the term group dynamics? Discuss the different stages of group development.
19. Discuss the term organization changes and factors influencing it.
20. What is perception and how it differs from sensation? What are the factors that affect perception?
21. Define the term organizational behavior and discuss its features.
22. Explain the relevance of communication in organizations.
23. What is group dynamics?
24. What is the concept of motivation?
25. Discuss important organizational conflict resolution techniques.



Perception, Personality, Emotions



Chapter Outline

- Perception Defined
- Factors Influencing Perception
- Perceptual Errors
- Why Do Perception and Judgment Matter?
- Personality
- Emotions



Perception, Personality, and Emotions

1. What is perception?
2. What causes people to have different perceptions of the same situation?
3. Can people be mistaken in their perceptions?
4. Does perception really affect outcomes?
5. What is personality and how does it affect behaviour?
6. Can emotions help or get in the way when dealing with others?



Perception

- What Is Perception?
- Why Is It Important?

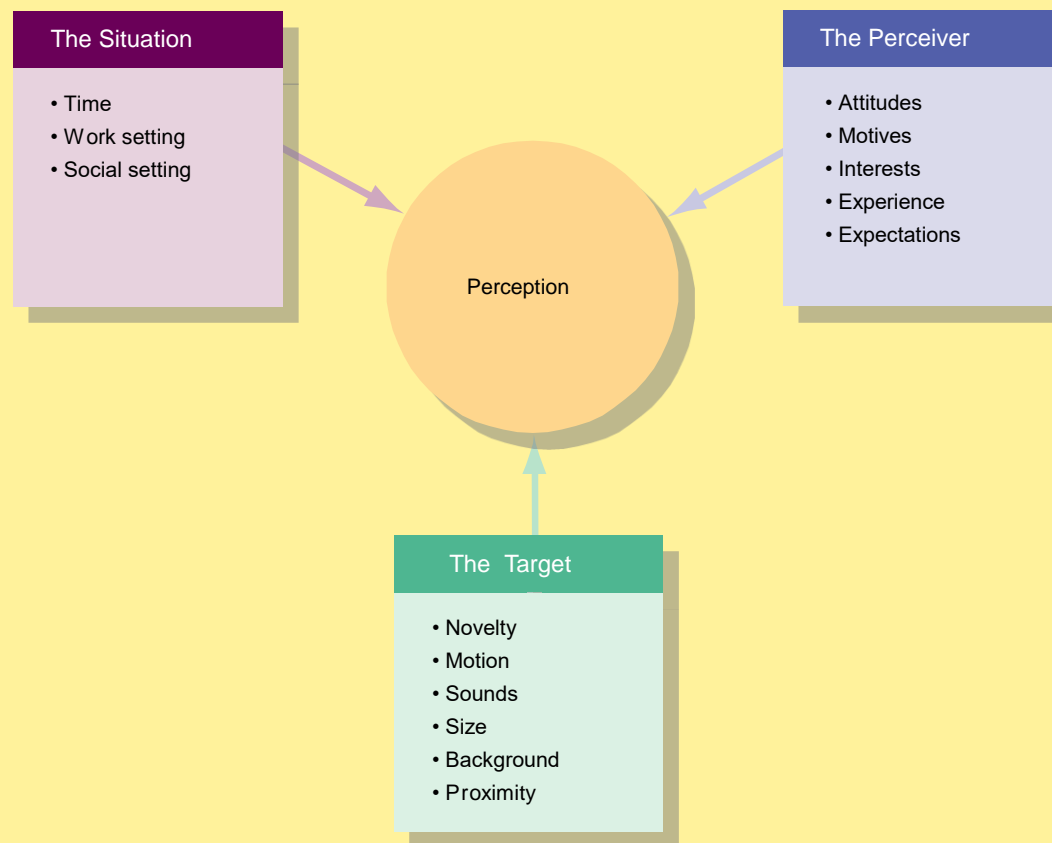


Why We Study Perceptions

- To better understand
- We don't see reality. We interpret
- The attribution process guides our behaviour,



Factors that Influence Perception





Perceptual Errors

- Attribution Theory
- Selective Perception
- Halo Effect
- Contrast Effects
- Projection
- Stereotyping



Attribution Theory

- When individuals observe behaviour, they attempt to determine whether it is internally or externally caused.
 - Distinctiveness
 - Consensus
 - Consistency



Attribution Theory

- Fundamental Attribution Error
 - The tendency to underestimate external factors.
- Self-Serving Bias
 - The tendency to attribute one's successes to internal factors.



Perceptual Errors

- Selective Perception
 - People selectively interpret.
- Halo Effect
 - Drawing a general impression
- Contrast Effects
 - A person's evaluation



Perceptual Errors

- Projection
 - Attributing one's own characteristics
- Stereotyping
 - Judging someone
- Prejudice
 - An unfounded dislike



Why Do Perceptions and Judgment Matter?

- Self-Fulfilling Prophecy
 - A concept that proposes a person will behave in ways consistent with how he or she is perceived by others.



Personality

The sum total of ways in which an individual reacts and interacts with others.

- **Personality Determinants**
 - Heredity
 - Environmental Factors
 - Situational Conditions
- **Personality Traits**
 - Enduring characteristics that describe an individual's behaviour.
 - The Myers-Briggs Type Indicator (MBTI)
 - The Big Five Model



Myers-Briggs Type Indicator

- Personality test to determine how people usually act or feel in particular situations.
- Classifications:
 - Extroverted (E) or Introverted (I)
 - Sensing (S) or Intuitive (N)
 - Thinking (T) or Feeling (F)
 - Perceiving (P) or Judging (J)
- Combined to form types, for example:
 - ESTP
 - INTJ



The Big Five Model

Classifications

- Extraversion
 - friendly, outgoing
 - spend a lot of time maintaining and enjoying
- Agreeableness
 - Highly agreeable = value harmony more
 - Low agreeable = focus more on their own needs
- Conscientiousness
 - Highly conscientious = pursues fewer goals,
 - Low conscientious = tend to be more easily distracted

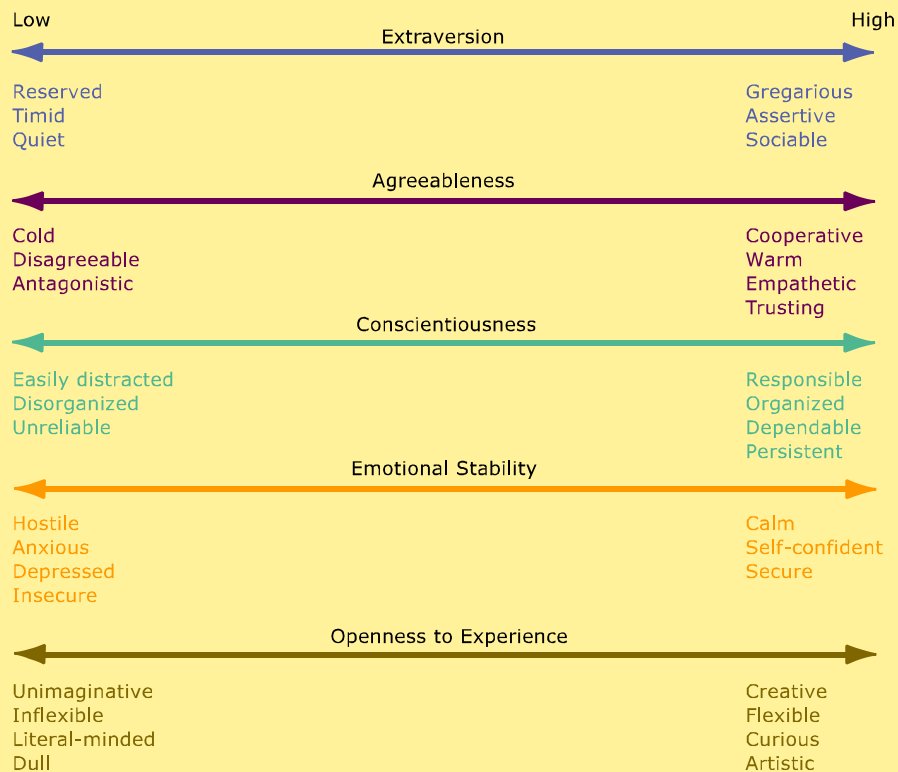


The Big Five Model

- Emotional Stability
 - Positive emotional stability = calm, enthusiastic
 - Negative emotional stability = nervous, depressed,
- Openness to Experience
 - Extremely open = fascinated by novelty
 - Not open = appear more conventional



Big Five Personality Factors





Major Personality Attributes Influencing OB

- Locus of Control
- Machiavellianism
- Self-Esteem
- Self-Monitoring
- Risk-Taking
- Type A Personality
- Type B Personality
- Proactive Personality



Locus of Control

- The degree to which people believe they are in control of their own fate.
 - Internals
 - Individuals who believe that they control what happens to them.
 - Externals
 - Individuals who believe that what happens to them is controlled by outside forces such as luck or chance.



Machiavellianism

- Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.



Self-Esteem

- Individuals' degree of liking or disliking of themselves.



Self-Monitoring

- A personality trait that measures an individual's ability to adjust behaviour to external situational factors.



Risk-Taking

- Refers to a person's willingness to take chances or risks.



Type A Personality

- Moves,
- Impatient
- Multitasks
- Dislikes leisure
- Obsessed with numbers



Type B Personality

- Never suffers
- Doesn't need to display
- Plays for fun
- Can relax



Proactive Personality

- A person who identifies opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.



What Are Emotions?

- Two related terms:
 - Emotions
 - Intense feelings
 - Moods
 - less intense than emotions



Choosing Emotions: Emotional Labour

- When an employee expresses organizationally-desired emotions during interpersonal interactions.



Emotional Intelligence

- Noncognitive skills, capabilities, and competencies that influence a person's ability to interact with others.
- Five dimensions
 - Self-awareness
 - Self-management
 - Self-motivation
 - Empathy
 - Social skills



Negative Workplace Emotions

- Negative emotions can lead to negative workplace behaviours:
 - Production
 - Property
 - Political
 - Personal aggression



Summary and Implications

1. What is perception?
 - Perception is the process by which individuals organize and interpret their impressions in order to give meaning to their environment.
2. What causes people to have different perceptions of the same situation?
 - Perceptions are affected by factors in the *perceiver*, in the object or *target* being perceived, and in the context or *situation*.



Summary and Implications

3. Can people be mistaken in their perceptions?
 - Shortcuts, such as attribution theory, selective perception, halo effect, contrast effects, projection, and stereotyping are helpful and even necessary, but can and do get us in trouble.

4. Does perception really affect outcomes?
 - Perceptions often affect productivity more than the situation does.



Summary and Implications

5. What is personality and how does it affect behaviour?
 - Personality helps us predict behaviour.
 - Personality can help match people to jobs, to some extent at least.

6. Can emotions help or get in the way when we're dealing with others?
 - They can hinder performance, especially when emotions are negative.
 - They can also enhance performance.

Organizational Behavior & Industrial Psychology

L T P
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unit-1

concept of organization & organizational behavior.

Organization: "organization is the form of every human association for the attainment of common purpose"
Mooney and Reiley

"organization is ~~the~~ a system of co-operative activities of two or more persons"

Chester Bernard

Concept of organization:

→ AS an Entity

Enterprise as a whole like a company, co-operation, partnership firm, hospital, university, etc.

→ AS a group of people:

Composed of people who interact among themselves.

→ AS a structure

Prescribes the relationships among individuals and positions that they hold.

→ AS a Process

Departmentation = Linking departments - defining authority & responsibility - prescribing authority relationships

- Analysis of Activities to be performed.
- Grouping activities into various divisions/departments/sections.
- Assigning activities to various individuals.
- Delegating them appropriate authority.

Importance of organization

- Backbone of management
- Encourage specialization
- Eliminates problem of duplicating and overlapping
- Brings order & cohesiveness
- Improves administration.
- Stimulates creative thinking
- Facilitates effective communications
- Helps provide balanced emphasis on various activities.
- Help build up and expand the enterprise
- Help in smooth delegation of authority.

Organization is a process of identifying and grouping the work to be performed, defining and delegating the responsibility and authority, and establishing the relationships for the purpose of enabling people to work most effectively together in accomplishing common objectives"

Louis A Allen

Organizational Behaviour

✓ Definition: The study of human behaviour, attitudes, and performance in organizations.

→ A field of study that investigates the impacts that individuals, groups and structure have on behaviour within organizations, for the purpose of applying such knowledge toward, improving an organization's effectiveness.

Why do we study O.B?

- To learn about yourself and how to deal with others.
- you are part of an organization now, and will continue to be a part of various organizations.
- organizations are increasingly expecting individuals to be able to work in a team, at least some of time.
- Some of you may want to managers or entrepreneurs.
- To have a better understanding of self and self in relation to others.
- Replace intuition with systematic study by which you can improve your predictive ability about human behaviour.
- understanding of human behaviour will improve your interpersonal skills and thereby help you better deal with people and to that extent influence them.

can we predict behaviour?

- If we know how the person perceived the situation and what is important to him or her.

The concept of OB is based on two key elements namely-

- Nature of people
- Nature of the organization

Nature of people:

Nature of people is basic quality of a person, or the character that an individual they can be similar or unique. Talking at organizational level, some major factors affecting the nature of people have been highlighted.

→ Individual differences: It is the managerial approach towards each employee individually, that is one on one approach and not the statistical approach, that is, avoidance of single rules.

e.g. - Manager should not be biased towards any particular employee rather should treat them equally and try not to judge anyone on any other factor apart from their work.

→ Perception: It is a unique ability to observe, listen and conclude something, it is believing in our senses. In short, the way we interpret things and have our point of view is our perception.

e.g. He thinks late night parties spoil youth while she thinks late night parties are a way of making new friends, here we see difference in their perception.

→ A whole person: As we all know that a person's skill or brain can not be employed we have to employ a whole person. Skill comes from background and knowledge. Our personal life cannot be totally separated from our work life, just like our emotional ~~condition~~ conditions are not separated from physical conditions. So, people function is the functioning of a total human being not a specific feature of human being.

→ Motivation Behaviour: It is the behaviour implanted or caused by some motivation from some person, group or even a situation. In a organization, we can see two different kind of motivated employees -

- Positive Motivations: Encouraging others to change their behaviour or say complete a task by luring them with promotions or any other benefits/profits.

e.g. - "If you complete this, you will gain this"

- Negative Motivation: Forcing or warning others to change their behaviour else there can be serious consequences. e.g. - "If you don't complete this, you will be deprived from the office"

→ Value of person: Employee want to be valued and appreciated for their skills and abilities followed by opportunities which help them develop themselves.

◦ Nature of organization: Nature of organization states the motive of the firm. It is opportunities it provides in the global market. It also defines the employees' standard. In short, it defines the character of the company by acting as a mirror reflection of the company. We can understand the nature of firm with its goal system, the mutual interest it shares and work ethics. → Eth.

Factors:

→ Social system: Every organization socializes with other firms, their customers, or simply the outer world, and all of its employees - their own social roles and status. Social systems are of two types:-

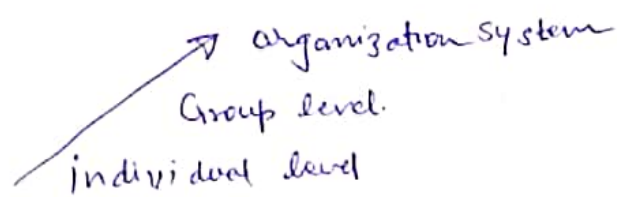
◦ Formal: Groups formed by people working together in a firm or people that belong to the same club is considered as formal social systems. e.g. - A success party after getting a project.

◦ Informal - A group of friends, people socializing with others freely, enjoying, partying or chilling. e.g. - Birthday party.

→ Mutual interest: Every organization needs people and people need organizations to survive and prosper. Basically it is a mutual understanding between the organization and the employees that helps both reach their respective objectives. e.g. - we deposit our money in the bank, in return the bank gives us loan, interest etc.

→ Ethics: They are the moral principles of an individual, group, and organization. In order to attract and keep valuable employees, ethical treatment is necessary and some moral standards need to be set. Companies are now establishing codes of ethics training reward for notable ethical behaviour

Basic OB model:



Independent variables:

individual - level variables (Leadership, Power, attitudes)

Group - level variables (Diversity, groups, Teams, conflicts)

organizational system - level variable (culture, structure, design)

Dependent variables:

Productivity, Turnover, Absenteeism, job satisfaction, efficiency, effectiveness, ethics.

