Organizational Behaviour PYQ 2019

Q. 1 What is organizational behavior? Identify the contributing disciplines to the field of organizational behavior? List their contributions at individual, group and organizational levels.

Ans1. Organizational behavior (OB) is the study of how individuals, groups, and organizations behave within the context of an organization. It is an interdisciplinary field that draws upon various contributing disciplines to understand and explain human behavior in the workplace. Some of the contributing disciplines to the field of organizational behavior include:

Psychology: Psychology contributes to OB by studying individual behavior in organizations. It examines how individual differences, personality, perception, motivation, and cognition influence employee behavior and performance. Psychologists also study topics like learning, emotions, and attitudes in the workplace.

Sociology: Sociology contributes to OB by examining the influence of social structures, norms, and culture on group behavior within organizations. It focuses on topics like group dynamics, organizational culture, diversity, and socialization processes that shape behavior in the workplace.

Anthropology: Anthropology contributes to OB by studying the role of culture, values, and rituals in shaping organizational behavior. It focuses on understanding how different cultural contexts influence communication, decision-making, and leadership in organizations.

Management: Management contributes to OB by providing frameworks and theories for understanding how organizations are structured, how they operate, and how they are managed. It encompasses topics like leadership, organizational structure, change management, and strategic management.

Economics: Economics contributes to OB by examining how economic factors, such as incentives, rewards, and resource allocation, influence employee behavior and organizational outcomes. It also studies topics like organizational performance, labor markets, and economic systems.

Contributions at Individual, Group, and Organizational Levels:

Individual Level: The contributing disciplines to OB provide insights into individual behavior, including factors like personality, motivation, perception, and learning, which impact employee performance and job satisfaction.

Group Level: OB helps understand group dynamics, including topics like team development, communication, leadership, and decision-making, which influence how groups work together and achieve their goals.

Organizational Level: OB provides insights into how organizations are structured, how they operate, and how they manage people, including topics like organizational culture, change management, and strategic leadership, which impact overall organizational performance and effectiveness.

Overall, the field of organizational behavior draws upon multiple disciplines to understand human behavior in the workplace, at individual, group, and organizational levels, and provides valuable insights for managing and improving organizational performance.

Q.2 Explain the perceptual process. What causes perceptual distortions? Identify some areas of relevance of perception in an organization.

Ans2. The perceptual process refers to how individuals **interpret** and **make sense** of the sensory information they receive from their environment. It involves several stages:

Sensation: It is the process of receiving sensory information through the five senses (sight, hearing, taste, smell, touch) from the environment.

Attention: It is the process of selectively focusing on certain sensory information while ignoring others.

Interpretation: It is the process of assigning meaning to the sensory information based on an individual's past experiences, beliefs, and knowledge.

Perception: It is the process of organizing and integrating the interpreted sensory information into a meaningful whole, resulting in the individual's perception of reality.

Perceptual distortions are errors or biases in the interpretation of sensory information that can result in **inaccurate or distorted perceptions**. Some common causes of perceptual distortions include:

Stereotyping: It is the process of categorizing individuals into predefined groups based on preconceived notions or stereotypes, rather than recognizing their unique qualities and individuality.

Halo Effect: It is the tendency to form a general impression of an individual or situation based on a

single characteristic or trait, rather than considering multiple factors.

Selective Perception: It is the tendency to selectively interpret or perceive information that is consistent with one's beliefs, attitudes, or expectations, while ignoring or distorting information that contradicts them.

Projection: It is the tendency to project one's own thoughts, feelings, or attributes onto others, assuming that others perceive and behave in the same way as oneself.

Perception is relevant in various areas within an organization, including:

Communication: Perception influences how individuals interpret and understand communication, including verbal and non-verbal cues, leading to potential misunderstandings or misinterpretations.

Decision-making: Perception influences how individuals perceive and interpret information when making decisions, which can impact the quality and accuracy of decision-making processes.

Leadership: Perception plays a crucial role in how leaders are perceived by their followers, influencing their effectiveness and influence within the organization.

Workplace relationships: Perception affects how individuals perceive and interpret the behavior of their colleagues, superiors, and subordinates, influencing workplace relationships, collaboration, and teamwork.

Diversity and inclusion: Perception can impact how individuals perceive and interpret differences in others, including diversity factors like race, gender, religion, or culture, which can influence attitudes, behaviors, and organizational climate related to diversity and inclusion.

In **summary,** perception is a complex process that influences how individuals interpret and make sense of the sensory information they receive from their environment. Perceptual distortions can occur due to various biases, leading to inaccurate or distorted perceptions. Perception has relevance in multiple areas within an organization, impacting communication, decision-making, leadership, workplace relationships, and diversity and inclusion efforts.

Q.3 " Group decision- making is superior to individual decision- making" do you agree? Also Identify techniques of group decision- making.

Ans3 Whether group decision-making is superior to individual decision-making or not depends on the context and the specific situation. Both individual and group decision-making have their advantages and disadvantages, and their effectiveness can vary depending on factors such as the complexity of the decision, the nature of the problem, the expertise of group members, the level of participation, and the decision-making process used.

Advantages of Group Decision-Making:

Diverse perspectives: Groups can bring diverse perspectives, experiences, and knowledge to the decision-making process, which can result in more comprehensive and well-informed decisions.

Creativity and innovation: Group brainstorming and idea generation can lead to creative and innovative solutions to problems that may not be possible with individual decision-making.

Increased acceptance and commitment: Group decisions are more likely to be accepted and implemented by group members since they have participated in the decision-making process, leading to higher commitment and ownership.

Shared responsibility and accountability: In group decision-making, responsibility and accountability are shared among group members, reducing the burden on any individual and fostering a sense of collective ownership.

Building relationships and teamwork: Group decision-making can foster teamwork, collaboration, and relationships among group members, which can positively impact organizational culture and performance.

Disadvantages of Group Decision-Making:

Time-consuming: Group decision-making can be time-consuming due to the need for discussion, consensus-building, and coordination among group members, resulting in delays in decision-making.

Groupthink: Group decision-making may lead to groupthink, where group members conform to the majority opinion or avoid dissenting views, resulting in biased or suboptimal decisions.

Conflict and disagreement: Group decision-making can lead to conflicts, disagreements, and differences of opinion among group members, which can hinder the decision-making process.

Social loafing: Some group members may engage in social loafing, where they do not contribute fully to the decision-making process, relying on others to make decisions.

Inequality in participation: In some group settings, certain individuals may dominate the decisionmaking process, while others may have limited participation, leading to unequal influence and participation.

Techniques of Group Decision-Making:

Brainstorming: Group members freely generate and share ideas without criticism or evaluation, encouraging creativity and open discussion.

Nominal Group Technique: Group members generate ideas individually, which are then shared and ranked anonymously, reducing bias and promoting equal participation.

Delphi Technique: Group members provide input and feedback through a series of questionnaires or surveys, allowing for anonymous and independent input to reach a consensus.

Consensus Decision-Making: Group members work towards reaching a consensus, where all members agree or support the decision, ensuring high levels of commitment and ownership.

Majority Voting: Group members vote on a decision, with the majority opinion being accepted as the final decision.

Devil's Advocate: A group member is assigned the role of challenging and critiquing the proposed decision to encourage critical thinking and uncover potential flaws or biases.

Decision Trees: Group members visually map out decision options, potential outcomes, and their consequences to aid in decision-making.

In **conclusion**, the effectiveness of group decision-making versus individual decision-making depends on various factors. Group decision-making can offer advantages such as diverse perspectives, creativity, and increased commitment, but it also has disadvantages such as time-consumption, potential for groupthink, and conflicts. Techniques such as brainstorming, nominal group technique, Delphi technique, consensus decision-making, majority voting, devil's advocate, and decision trees can be used to facilitate group decision-making processes. It is important to carefully consider the context, dynamics, and characteristics of the decision at hand to determine the most appropriate approach to decision-making in a given situation.

Q.4 "Motivation is the product of values one seeks and one's estimation of the probability that a certain action will lead to those values" Identify the theory contained in the statement and discuss its relevance. Also identify the role of non-financial incentives in motivation.

Ans4. The theory contained in the statement is the **Expectancy Theory of Motivation**. The Expectancy Theory, proposed by Victor Vroom, suggests that individuals are motivated to act in certain ways based on their perceptions of the outcomes or rewards they expect to achieve and the probability that their actions will lead to those outcomes. According to this theory, motivation is influenced by three key factors: expectancy, instrumentality, and valence.

Expectancy: This refers to an individual's belief or perception that their effort will result in successful performance. It involves the assessment of the relationship between effort and performance. If an individual believes that their efforts will lead to successful performance and ultimately to the desired outcomes or rewards, they are more likely to be motivated.

Instrumentality: This refers to an individual's belief or perception that successful performance will result in certain outcomes or rewards. It involves the assessment of the relationship between performance and outcomes. If an individual believes that there is a strong link between their performance and the outcomes or rewards they value, they are more likely to be motivated.

Valence: This refers to the value or attractiveness an individual assigns to the outcomes or rewards. It involves the subjective evaluation of the desirability of the outcomes or rewards. If an individual values the outcomes or rewards they expect to achieve, they are more likely to be motivated.

The Expectancy Theory is relevant in **understanding and explaining motivation** in the workplace and other settings. It highlights the importance of individuals' perceptions and beliefs about the relationship between their efforts, performance, and outcomes in determining their motivation to act in certain ways. It suggests that employees are motivated when they believe that their efforts will result in successful performance and ultimately lead to the attainment of desired outcomes or rewards.

Non-financial incentives, also known as intrinsic or intangible rewards, play an important role in motivation as they are related to an individual's values, needs, and interests. Some examples of nonfinancial incentives include recognition, praise, opportunities for personal growth and development, flexible work arrangements, meaningful work, and a supportive work environment. These incentives can have a significant impact on an individual's motivation as they fulfill their psychological and social needs, contribute to their sense of purpose, and enhance their job satisfaction and engagement. Non-financial incentives can also help create a positive work culture, foster employee loyalty and commitment, and improve overall organizational performance.

In **conclusion,** the Expectancy Theory of Motivation highlights the importance of individuals' perceptions of the relationship between their efforts, performance, and outcomes in determining their motivation. It underscores the role of expectancy, instrumentality, and valence in shaping motivation. Non-financial incentives also play a crucial role in motivation as they cater to an individual's intrinsic needs and can positively impact their job satisfaction, engagement, and overall performance. Organizations should consider both financial and non-financial incentives in their motivational strategies to create a conducive work environment that promotes employee motivation and productivity.

Q.5 "Conflicts are unhealthy for the organizational existence and hence must be avoided" Do you agree? Also discuss the various modes of handling conflict. .

Ans5. Conflict is a natural part of human interaction and can arise in any organization. While conflicts may have negative connotations, they can also present opportunities for growth and positive change if managed effectively. Whether conflicts are healthy or unhealthy for organizational existence depends on how they are handled.

Unresolved or poorly managed conflicts can lead to negative consequences such as decreased productivity, low morale, increased turnover, and damage to relationships and organizational culture. Conflicts can disrupt teamwork, hinder decision-making, and create a toxic work environment, which can be detrimental to organizational performance.

On the other hand, **properly managed** conflicts can lead to positive outcomes. They can bring different perspectives to the table, encourage creativity and innovation, promote healthy competition, and foster personal and professional growth. Resolving conflicts in a constructive manner can lead to improved communication, enhanced relationships, and increased trust and respect among team members.

There are several modes of handling conflict, including:

Collaboration: This involves working together to find a mutually agreeable solution that meets the needs of all parties involved. It requires open communication, active listening, and a willingness to understand and appreciate different perspectives.

Compromise: This involves finding a middle ground where each party gives up something to reach a resolution. It requires a willingness to make concessions and find a balance between competing interests.

Accommodation: This involves one party yielding to the other's demands or preferences. It may be appropriate in situations where the issue is not critical or when maintaining harmony is more important than individual needs.

Avoidance: This involves avoiding or postponing conflict altogether. While it may provide short-term relief, it may not be a sustainable solution as conflicts may resurface later and escalate if left unresolved.

Competition: This involves assertively pursuing one's own interests without considering the interests of others. While it may be effective in certain situations, it can create winners and losers and can damage relationships and team dynamics.

The most appropriate mode of handling conflict depends on the situation, the parties involved, and the nature of the conflict. It is important for organizations to have effective conflict resolution mechanisms, such as mediation, negotiation, and formal grievance procedures, in place to address conflicts in a timely and constructive manner.

In **conclusion**, conflicts are a natural part of human interaction and can have both positive and negative consequences for organizational existence. Properly managed conflicts can lead to positive outcomes, while unresolved conflicts can have detrimental effects. The mode of handling conflict should be chosen carefully based on the situation and the parties involved, and organizations should have effective conflict resolution mechanisms in place to address conflicts in a constructive manner.

Q.6 Read the following case carefully and answer the question:

Before Sunita left her job at American Express she was spending almost 13 hours a day working and commuting. Also she had to be available 24/7. The last straw was caused when her son in class 6 th did not perform well in the final exams. Another employee Ritu working in Ernst and Young spends nearly 60 hours a week in addition to travelling across the globe.

The above two cases are just examples of how Indian employees are working more hours and how one group in particular stands out. The individuals in this group spends more than half of their time working and commuting, to and fro from work The rise in these extreme jobs is because of globalization, technology and competition. It has been researched that extreme jobs are more in developing countries. For these individuals personal and social life often takes a back seat.

It has also been found that people do not necessarily take extreme jobs for money but because of challenging work which gives them a kick. After few years, the situation becomes complicated as people complain about not being able to communicate with their spouses or children or family. Many a times the holders of extreme jobs are not even able to avail holidays and leaves. They suffer anxiety problems which may render them anxious and depressed.

 Questions

1 Why do people take extreme jobs? Why do you think their number has risen over the years?

Ans6. 1. People may take extreme jobs for various reasons, including the challenging nature of the work, the opportunity for personal and professional growth, the desire for high income or financial rewards, and the perceived prestige associated with the job. The number of extreme jobs has risen over the years due to factors such as globalization, increased competition in the job market, and advancements in technology that enable round-the-clock work and communication. Additionally, some individuals may feel pressure to work longer hours and be constantly available in order to meet job demands and expectations.

2 Do you think organizations should encourage this kind of work environment?

2. While organizations may benefit from the productivity and dedication of employees in extreme jobs in the short term, it is **not necessarily advisable for organizations** to encourage or promote a work environment that neglects employees' work-life balance. Extreme jobs can lead to negative consequences such as burnout, decreased job satisfaction, and strained relationships with family and friends. In the long run, this can result in reduced employee engagement, increased turnover, and negative impacts on overall organizational performance and culture.

3. **What can the employees do to handle their work-life balance?**

3. Employees can take proactive steps to handle their work-life balance in the face of extreme jobs. Some strategies that employees can consider include:

a) Setting boundaries: Establish clear boundaries between work and personal life, such as limiting work-related activities during personal time, avoiding checking work emails or taking work calls during off-hours, and making time for personal activities and hobbies.

b) Prioritizing self-care: Taking care of physical and mental health through regular exercise, adequate sleep, and stress management techniques.

c) Communicating with employers: Discussing workload, expectations, and work arrangements with employers to seek support and reasonable adjustments, such as flexible work hours, remote work options, or time off.

d) Seeking support: Talking to supervisors, mentors, or colleagues for guidance and support, and seeking help from employee assistance programs or other resources provided by the organization.

e) Planning and time management: Efficiently managing time and tasks, setting realistic goals, and prioritizing tasks based on importance and deadlines.

f) Managing technology: Using technology mindfully, such as setting boundaries on work-related notifications or limiting excessive use of devices during personal time.

In **conclusion,** extreme jobs can have negative impacts on employees' work-life balance and wellbeing. Organizations should aim to create a healthy work environment that promotes work-life balance and well-being of employees. Employees, on their part, can take proactive steps to manage their work-life balance and prioritize their personal and social life alongside work commitments.