

Unit I: Introduction to OB

☐ Long-Answer

1. Define Organizational Behavior. Discuss its nature and scope with suitable examples.
2. Explain the importance of studying OB in modern organizations.
3. Elaborate on the challenges and opportunities faced by managers in applying OB principles.
4. Describe organizational goals and explain how OB influences goal attainment.
5. Compare and contrast the autocratic, custodial, supportive, collegial, and democratic models of OB.
6. Analyze the strengths and limitations of behavioral and system models of OB.
7. Discuss the impact of globalization on organizational behavior.
8. Assess how cultural diversity influences team dynamics and individual behavior.
9. Evaluate the role of cultural intelligence in managing cross-cultural workforces.
10. Propose strategies that organizations can use to harness diversity as an asset.

☐ Short-Answer

1. What is meant by “scope” of OB?
2. List two challenges in applying OB in cross-cultural environments.
3. Define the custodial model of OB.
4. What distinguishes the democratic model from the collegial model?
5. Name two organizational goals and explain briefly.
6. Define “cultural diversity” in the workplace.
7. What is global mindset?
8. Mention one opportunity in OB arising from international operations.
9. State one limitation of the autocratic model.
10. Highlight one benefit and one challenge of multicultural teams.

☐ Multiple-Choice Questions

1. The **primary focus of OB** is:
 - A. Profit maximization
 - B. Understanding human behavior at work ☒
 - C. Market expansion
 - D. Technology adoption
2. A **major challenge of OB** in global firms is:
 - A. Same pay scales
 - B. Identical policies worldwide
 - C. Cultural sensitivity ☒
 - D. Inflexible models
3. The **custodial model** emphasizes:
 - A. Employee welfare ☒

- B. Strict supervision
 - C. Mutual trust
 - D. Democratic decision-making
 - 4. The **behavioral model** of OB focuses on:
 - A. Social systems and interpersonal behavior ☒
 - B. Only individual efficiency
 - C. Mechanistic control
 - D. Hierarchical dominance
 - 5. Global cultural diversity typically:
 - A. Makes communication easier
 - B. Reduces conflict
 - C. Requires cultural adaptation ☒
 - D. Standardizes employee preferences
 - 6. One opportunity from managing diversity is:
 - A. Homogenous ideas
 - B. Enhanced creativity ☒
 - C. Simplified HR policies
 - D. Less training need
 - 7. OB is an interdisciplinary field drawing heavily from:
 - A. Only Psychology
 - B. Economics
 - C. Psychology, Sociology, and Anthropology ☒
 - D. Physics
 - 8. A limitation of the autocratic model is:
 - A. High participation
 - B. Employee dependency ☒
 - C. Shared leadership
 - D. Collective bargaining
 - 9. The "scope" of OB includes:
 - A. Weather forecasting
 - B. Individual & group behavior analysis ☒
 - C. Production logistics
 - D. Financial reporting
 - 10. Cultural diversity in OB can lead to:
 - A. Reduced innovation
 - B. Better decision-making ☒
 - C. Uniformity
 - D. Increased turnover
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Unit II: Individual Behavior

□ Long-Answer

1. Define personality. Discuss major personality traits influencing workplace behavior.
2. Explain the role of perception in individual decision-making with examples.
3. Analyze the stages and mechanisms of individual learning in organizations.
4. Critically evaluate Maslow's Hierarchy of Needs in modern workplaces.
5. Compare and contrast Theory X and Theory Y.
6. Explain Herzberg's Motivation-Hygiene theory and its relevance today.
7. Describe Vroom's Expectancy Theory and how it can improve employee motivation.
8. Discuss how perception errors (like halo effect, stereotyping) affect decision-making.
9. Illustrate how understanding personality enhances OB interventions.
10. Suggest learning-based strategies to improve employee performance.

□ Short-Answer

1. What is "perception" in organizational behavior?
2. Give one example of perception distortion.
3. Define extrinsic motivation.
4. Name two traits from the Big Five personality model.
5. What is "expectancy" in Vroom's theory?
6. State one hygiene factor in Herzberg's model.
7. In Theory Y, employees are assumed to be:
 - A. Lazy
 - B. Self-motivated ☒
 - C. Aggressive
 - D. Unpredictable
8. What triggers learning in organizations?
9. List one criticism of Maslow's model.
10. Define "valence" in Expectancy Theory.

□ Multiple-Choice Questions

1. According to Maslow, the highest need is:
 - A. Safety
 - B. Belongingness
 - C. Esteem
 - D. Self-actualization ☒
2. Theory X managers believe employees:
 - A. Love autonomy
 - B. Dislike work ☒
 - C. Seek responsibility
 - D. Are self-directed
3. In Herzberg's model, salary is a:
 - A. Motivator

- B. Hygiene factor ☒
 - C. Cognitive need
 - D. Growth need
 - 4. Vroom's formula is:
 - A. $\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$ ☒
 - B. $\text{Motivation} = \text{Need} + \text{Drive}$
 - C. $\text{Motivation} = X + Y$
 - D. $\text{Motivation} = \text{Expectancy} + \text{Reward}$
 - 5. A halo effect in perception means:
 - A. Judging by past behavior
 - B. One trait influences general judgment ☒
 - C. Using stereotypes
 - D. Selective perception
 - 6. Personality trait "openness" refers to:
 - A. Discipline
 - B. Creativity ☒
 - C. Sociability
 - D. Neuroticism
 - 7. Theory Y emphasizes:
 - A. Control
 - B. Intrinsic motivation ☒
 - C. Threats
 - D. Dependency
 - 8. "Instrumentality" in Vroom's theory means:
 - A. Performance leads to reward ☒
 - B. Tools availability
 - C. Ease of task
 - D. Skill match
 - 9. Learning by observing others is called:
 - A. Classical conditioning
 - B. Operant conditioning
 - C. Social learning ☒
 - D. Cognitive mapping
 - 10. A self-actualized employee strives for:
 - A. Basic security
 - B. Social approval
 - C. Creative fulfillment ☒
 - D. Monetary gain
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Unit III: Behavior Dynamics & Group Behavior

☐ Long-Answer

1. Examine the role of effective communication in interpersonal behavior.
2. Describe Transactional Analysis and its application in organizations.
3. Explain the Johari Window model and its implications for team development.
4. Compare trait, behavioral, and contingency leadership theories.
5. Analyze prevalent leadership styles in Indian organizations.
6. Define groups and classify them based on structure and function.
7. Compare team vs. group. When is each more appropriate?
8. Evaluate problems that arise in inter-group dynamics and propose remedies.
9. Describe types of group decision-making techniques and their advantages.
10. Discuss contemporary issues in managing virtual and global teams.

☐ Short-Answer

1. Define “interpersonal behavior”.
2. What is the “Adult” ego state?
3. One benefit of open Johari window?
4. Name two leadership traits.
5. Define contingent leadership.
6. Define formal group.
7. Difference between team and group in one sentence.
8. Name one cause of inter-group conflict.
9. What is groupthink?
10. Mention a tip to manage virtual teams.

☐ Multiple-Choice Questions

1. In Transactional Analysis, “Parent” ego state is:
 - A. Spontaneous
 - B. Critical or nurturing authority ☒
 - C. Rational
 - D. Childlike
2. Johari Window’s “Hidden” quadrant refers to:
 - A. Known to self & others
 - B. Known only to others
 - C. Known only to self ☒
 - D. Unknown to both
3. A democratic leader:
 - A. Makes decisions alone
 - B. Involves team members ☒
 - C. Uses threats
 - D. Delegates everything
4. A primary characteristic of a virtual team is:
 - A. Same physical space

- B. Geographical separation ☒
 - C. Uniform culture
 - D. Formal hierarchy
 - 5. “Synergy” means:
 - A. $1+1 = 2$
 - B. $1+1 > 2$ ☒
 - C. $1+1 < 2$
 - D. $1+1 = 1$
 - 6. “Groupthink” occurs when:
 - A. Diverse opinions are encouraged
 - B. Conformity suppresses dissent ☒
 - C. Conflict escalates
 - D. Leadership rotates
 - 7. Inter-group conflict can stem from:
 - A. Shared goals
 - B. Resource scarcity ☒
 - C. Clear roles
 - D. Team spirit
 - 8. Leadership style common in Indian orgs is:
 - A. Laissez-faire
 - B. Authoritative ☒
 - C. Borderline
 - D. Servant
 - 9. A functional group is formed to:
 - A. Socialize
 - B. Accomplish tasks ☒
 - C. Compete
 - D. Delay decisions
 - 10. Transaction Analysis helps to:
 - A. Diagnose finances
 - B. Understand communication patterns ☒
 - C. Measure performance
 - D. Predict market trends
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Unit IV: Change Management & OB Trends

Long-Answer

1. Define organizational change and its drivers in current business contexts.
2. Explain major stages of planned change (e.g., Lewin’s model).

3. Discuss reasons employees resist change and how to overcome them.
4. Define organizational development and its role in change initiatives.
5. Evaluate different approaches to managing change (e.g., participative, structural).
6. Examine the relationship between organizational culture and effectiveness.
7. Analyze the influence of power and politics on organizational decisions.
8. Define Quality of Work Life (QWL) and its significance.
9. Discuss recent advances in OB (e.g., digital workplaces, agile structures).
10. Propose a change plan to enhance QWL in a manufacturing firm.

Short-Answer

1. What is organizational development (OD)?
2. Name one force driving change in the digital era.
3. What is Lewin's "unfreezing" step?
4. One common reason for change resistance?
5. Define organizational effectiveness.
6. Name a cultural characteristic of an adaptive organization.
7. Define "empowerment" in the OB context.
8. What is QWL?
9. Give one example of political behavior.
10. Name a modern OB trend in leadership.

Multiple-Choice Questions

1. Lewin's first step in planned change is:
 - A. Moving
 - B. Unfreezing ☒
 - C. Refreezing
 - D. Planning
2. A common reaction to change is:
 - A. Immediate adoption
 - B. Resistance ☒
 - C. Ignorance
 - D. Enthusiasm
3. OD stands for:
 - A. Organizational Design
 - B. Organizational Development ☒
 - C. Operational Dynamics
 - D. Office Decentralization
4. Organizational culture includes:
 - A. Physical layout
 - B. Shared values ☒

- C. Only formal rules
 - D. Market share
 - 5. Political behavior in organizations often involves:
 - A. Task forces
 - B. Coalition building ☒
 - C. Training
 - D. Standardization
 - 6. QWL focuses on:
 - A. Only salaries
 - B. Job satisfaction & well-being ☒
 - C. Customer satisfaction
 - D. Market competitiveness
 - 7. A “refreezing” strategy helps:
 - A. Resist change
 - B. Stabilize new behaviors ☒
 - C. Freeze employees
 - D. Delay implementation
 - 8. A digital workplace trend includes:
 - A. Paper memos
 - B. Remote collaboration tools ☒
 - C. Strict hierarchy
 - D. Manual archives
 - 9. Power in OB refers to:
 - A. Official title only
 - B. Ability to influence others ☒
 - C. Physical strength
 - D. Office location
 - 10. The agile organizational model promotes:
 - A. Long approval cycles
 - B. Flexibility ☒
 - C. Rigid roles
 - D. Centralized control
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