M.Com.

Unit I: Introduction to Organizational Behaviour

☐ Long Answer Questions

1. Define Organizational Behaviour. Discuss its nature and scope.
2. Explain the relationship between Management and Organizational Behaviour.
3. Discuss the significance of Organizational Behaviour in modern business.
4. Describe the determinants of individual behaviour in an organization.
5. What is personality? Discuss its types and factors influencing it.
6. Explain the concept of perception. How does it affect decision-making?
7. Discuss the process and theories of learning in Organizational Behaviour.
8. What are attitudes? How are they formed and changed in a workplace?
9. Differentiate between cognitive, affective, and behavioural components of attitude.
10. Explain how personality and perception affect organizational performance.
11. Discuss the importance of studying individual behaviour in OB.
12. What is meant by the learning process? Discuss its implications for managers.
13. Compare and contrast classical and operant conditioning theories.
14. Discuss any two personality theories relevant to organizational behaviour.
15. Explain how organizational behaviour contributes to managerial effectiveness.

☐ Short Answer Questions

1. Define Organizational Behaviour.
2. State any two characteristics of OB.
3. What is the importance of perception in the workplace?
4. Define personality in the context of OB.
5. Mention any two types of learning.
6. What is the ABC model of attitude?
7. Define the term "individual behaviour."
8. Give any two differences between attitude and perception.
9. What is the role of OB in improving organizational effectiveness?
10. Name any two factors that influence personality.
11. What is the difference between management and OB?
12. Define the term "learning" in psychology.
13. Mention any two personality traits that impact employee behaviour.
14. Define the term "attitude."
15. What is cognitive dissonance?

Multiple Choice Questions

1. Organizational Behaviour is a study of:
   a) Individual and group behaviour
   b) Financial planning

c) Technological development
d) Marketing strategies
   Answer: a) Individual and group behaviour
2. Which of the following is a determinant of personality?
   a) Job profile
   b) Training
   c) Environment
   d) Work culture
   Answer: c) Environment
3. The ABC model of attitude includes:
   a) Analysis, Belief, Character
   b) Affect, Behaviour, Cognition
   c) Approach, Behaviour, Communication
   d) Action, Belief, Consequences
   Answer: b) Affect, Behaviour, Cognition
4. Learning is a:
   a) Temporary change in behaviour
   b) Permanent change in knowledge or behaviour
   c) Fixed trait
   d) Sudden reaction
   Answer: b) Permanent change in knowledge or behaviour
5. Perception is the process of:
   a) Judging others
   b) Organizing and interpreting sensory impressions
   c) Making decisions
   d) Remembering past events
   Answer: b) Organizing and interpreting sensory impressions
6. Which theory of learning is based on rewards and punishments?
   a) Classical conditioning
   b) Operant conditioning
   c) Cognitive theory
   d) Social learning
   Answer: b) Operant conditioning
7. OB is mainly concerned with:
   a) Technological processes
   b) Employee behaviour
   c) Marketing
   d) Accounting
   Answer: b) Employee behaviour
8. The study of OB does NOT include:
   a) Group behaviour
   b) Organizational processes
   c) Technical design
   d) Individual performance
   Answer: c) Technical design

9. Which of the following is NOT a factor affecting perception?
   a) Experience
   b) Motivation
   c) Physical appearance
   d) Annual income
   Answer: d) Annual income
10. Personality is:
    a) Developed in adulthood only
    b) Entirely inherited
    c) A unique set of traits and characteristics
    d) Fixed and unchangeable
    Answer: c) A unique set of traits and characteristics
11. Attitude influences:
    a) Only learning
    b) Only perception
    c) Behaviour and decision-making
    d) Only rewards
    Answer: c) Behaviour and decision-making
12. Classical conditioning was proposed by:
    a) B.F. Skinner
    b) Abraham Maslow
    c) Ivan Pavlov
    d) Elton Mayo
    Answer: c) Ivan Pavlov
13. Organizational Behaviour is _____ in nature.
    a) Prescriptive
    b) Descriptive and analytical
    c) Intuitive
    d) Spiritual
    Answer: b) Descriptive and analytical
14. OB helps managers to:
    a) Control marketing
    b) Improve accounting accuracy
    c) Predict and influence employee behaviour
    d) Conduct trade
    Answer: c) Predict and influence employee behaviour
15. Cognitive learning focuses on:
    a) Observational behaviour
    b) Mental processes
    c) Environmental cues
    d) Reflex actions
    Answer: b) Mental processes

Unit II: Group Dynamics

□ **Long Answer Questions**

1. Define group dynamics. Explain its significance in an organizational context.
2. Discuss the different types of groups found in organizations with examples.
3. Explain the various stages of group formation according to Tuckman's model.
4. Describe the functions of groups in an organization. How do they benefit or hinder productivity?
5. Differentiate between formal and informal groups. Provide examples.
6. What are the characteristics of an effective team?
7. Discuss the key differences between a team and a group.
8. Describe the importance of understanding group behaviour for managers.
9. Explain the concept of a problem-solving team and its role in modern organizations.
10. How do norms, roles, and status affect group behaviour?
11. What challenges do managers face in managing group dynamics?
12. Describe the concept and benefits of cross-functional teams.
13. How do individual goals and group goals align or conflict within teams?
14. Evaluate the role of leadership in team development and dynamics.
15. Explain how communication and trust impact group performance.

☐ Short Answer Questions

1. Define group dynamics.
2. What is the difference between a team and a group?
3. Name any two functions of a group.
4. What is a formal group? Give one example.
5. Define informal group.
6. What is a problem-solving team?
7. Mention any two features of a successful team.
8. What are the stages in group development?
9. What do you mean by group norms?
10. Define team building.
11. What is group cohesiveness?
12. Name two types of teams in organizations.
13. What is meant by a cross-functional team?
14. Write one benefit and one drawback of group decision-making.
15. Mention two roles that individuals play in groups.

☐ Multiple Choice Questions

1. Group dynamics is the study of:
   a) Organizational profits
   b) Group behaviour and processes
   c) Marketing systems

d) Financial reports
   Answer: b) Group behaviour and processes
2. Which of the following is an example of a formal group?
   a) Friend circle
   b) Project team
   c) Coffee break group
   d) Weekend sports club
   Answer: b) Project team
3. Informal groups are:
   a) Created by management
   b) Created to accomplish formal tasks
   c) Formed spontaneously through social interactions
   d) Task-focused only
   Answer: c) Formed spontaneously through social interactions
4. Which of the following is not a stage in Tuckman's model of group development?
   a) Storming
   b) Reforming
   c) Norming
   d) Performing
   Answer: b) Reforming
5. Which team is formed from members across different departments?
   a) Virtual team
   b) Problem-solving team
   c) Cross-functional team
   d) Command team
   Answer: c) Cross-functional team
6. A major function of a group is to:
   a) Provide competition
   b) Control sales
   c) Coordinate tasks and provide social satisfaction
   d) Prepare reports
   Answer: c) Coordinate tasks and provide social satisfaction
7. Which is NOT a characteristic of an effective team?
   a) Open communication
   b) Conflict avoidance
   c) Mutual trust
   d) Shared goals
   Answer: b) Conflict avoidance
8. What is group cohesiveness?
   a) Ability to resist change
   b) Strength of bond among group members
   c) Group performance levels
   d) Level of training
   Answer: b) Strength of bond among group members
9. Group norms are:
   a) Company policies

b) Formal instructions
c) Shared expectations of behaviour
d) Job descriptions
Answer: c) Shared expectations of behaviour

10. The team which is formed to address specific issues temporarily is called:
    a) Command team
    b) Task force
    c) Self-managed team
    d) Standing committee
    Answer: b) Task force

11. Conflict in the storming stage is usually due to:
    a) Lack of communication
    b) Role and goal clarification
    c) Leadership development
    d) Team celebration
    Answer: b) Role and goal clarification

12. Virtual teams rely heavily on:
    a) Face-to-face meetings
    b) Technology and communication tools
    c) Departmental managers
    d) Supervisors' direction
    Answer: b) Technology and communication tools

13. The "performing" stage in group development involves:
    a) Low motivation
    b) Maximum productivity
    c) Leadership confusion
    d) Team disbanding
    Answer: b) Maximum productivity

14. Teams are more effective than groups when:
    a) The task is routine
    b) Creativity and problem-solving are required
    c) There is no need for collaboration
    d) Employees prefer to work alone
    Answer: b) Creativity and problem-solving are required

15. Team building activities are designed to:
    a) Reduce salaries
    b) Build relationships and trust
    c) Teach accounting
    d) Eliminate formal rules
    Answer: b) Build relationships and trust

Unit III: Organizational Change

☐ **Long Answer Questions**

1. Define organizational change. What are its main types?
2. Discuss the internal and external forces that drive organizational change.
3. Explain the steps involved in the change process.
4. Differentiate between planned change and unplanned change with examples.
5. What are the key objectives and goals of organizational change?
6. Discuss the common reasons for resistance to change in organizations.
7. Explain how managers can identify resistance to change.
8. What is organizational resistance? How does it differ from individual resistance?
9. Describe strategies for overcoming resistance to change.
10. How can leadership help in facilitating organizational change?
11. Evaluate the role of communication in managing organizational change.
12. Discuss Lewin's Three-Step Model of Change.
13. What is transformational change? How is it different from incremental change?
14. Describe the impact of change on organizational culture.
15. Explain how employee participation can reduce resistance to change.

☐ Short Answer Questions

1. Define organizational change.
2. Name any two types of change.
3. What is meant by planned change?
4. State any two causes of resistance to change.
5. What is individual resistance?
6. What is meant by organizational resistance?
7. Define transformational change.
8. Mention one internal and one external force of change.
9. What is the importance of change management?
10. Define incremental change.
11. What is Lewin's unfreezing stage?
12. What does the refreezing stage in change process imply?
13. Mention two methods to overcome resistance to change.
14. Define "change agent."
15. What is the role of training in organizational change?

☐ Multiple Choice Questions

1. Organizational change refers to:
   a) Hiring new staff
   b) Modifying business processes or structures
   c) Installing new equipment only
   d) Temporary actions
   Answer: b) Modifying business processes or structures

2. Which of the following is NOT a type of organizational change?
   a) Strategic
   b) Structural
   c) Technological
   d) Recreational
   Answer: d) Recreational
3. Resistance to change may arise due to:
   a) Good communication
   b) Fear of the unknown
   c) Strong leadership
   d) Adequate resources
   Answer: b) Fear of the unknown
4. Lewin's model of change includes all of the following EXCEPT:
   a) Unfreezing
   b) Moving
   c) Transforming
   d) Refreezing
   Answer: c) Transforming
5. An example of external force for change is:
   a) Employee turnover
   b) Organizational restructuring
   c) Economic recession
   d) Policy update
   Answer: c) Economic recession
6. Planned change is:
   a) Sudden and reactive
   b) Designed and implemented intentionally
   c) Uncoordinated
   d) Only technological
   Answer: b) Designed and implemented intentionally
7. Which of the following is a strategy to overcome resistance?
   a) Ignoring complaints
   b) Involving employees in decision-making
   c) Punishing dissent
   d) Reducing communication
   Answer: b) Involving employees in decision-making
8. Transformational change involves:
   a) Minor adjustments
   b) Routine procedures
   c) Deep and fundamental shifts in culture and structure
   d) Changes in furniture
   Answer: c) Deep and fundamental shifts in culture and structure
9. Incremental change refers to:
   a) Sudden overhauls
   b) Gradual improvement over time
   c) Ignoring issues

d) Change without planning
Answer: b) Gradual improvement over time
10. Who proposed the Three-Step Change Model?
   a) Herzberg
   b) Lewin
   c) Maslow
   d) Drucker
   Answer: b) Lewin
11. Change agents are responsible for:
   a) Blocking new initiatives
   b) Enforcing status quo
   c) Implementing and facilitating change
   d) Promoting resistance
   Answer: c) Implementing and facilitating change
12. Communication during change should be:
   a) One-way only
   b) Delayed until after change
   c) Open and continuous
   d) Formal only
   Answer: c) Open and continuous
13. Organizational culture is:a) Unaffected by change
   b) Strengthened by avoiding change
   c) Influenced by organizational change
   d) Unrelated to employee behaviour
   Answer: c) Influenced by organizational change
14. Organizational resistance can be due to:
   a) Clear goals
   b) Strong traditions
   c) Innovation
   d) Flexible structure
   Answer: b) Strong traditions
15. Refreezing in Lewin's model means:
   a) Creating awareness
   b) Making the change permanent
   c) Undoing the change
   d) Avoiding future changes
   Answer: b) Making the change permanent

Unit IV: Organizational Development (OD)

☐ Long Answer Questions (15)

1. Define Organizational Development. Discuss its main features.
2. Explain the need for OD in today's dynamic business environment.
3. Describe the key objectives of Organizational Development programs.
4. Discuss the steps involved in the Organizational Development process.

5. Explain various OD interventions with suitable examples.
6. What are the major goals of OD? How do they benefit organizations?
7. Discuss the relationship between OD and organizational change.
8. Explain the role of leadership in implementing OD initiatives.
9. What are the challenges in implementing OD in organizations?
10. Evaluate the importance of employee involvement in OD programs.
11. Explain the role of an OD consultant. What are the skills required?
12. How can OD help in improving organizational effectiveness?
13. Discuss the difference between Organizational Change and Organizational Development.
14. Explain how team-building can be used as an OD intervention.
15. Discuss the relevance of feedback mechanisms in the OD process.

☐ Short Answer Questions (15)

1. Define Organizational Development.
2. State any two features of OD.
3. What is the purpose of an OD intervention?
4. Mention two common OD interventions.
5. What is the role of feedback in OD?
6. Define OD consultant.
7. Mention any two goals of OD.
8. What is the difference between OD and change management?
9. State one benefit and one challenge of OD.
10. Define team-building in the context of OD.
11. Mention any two phases in the OD process.
12. What is process consultation?
13. What is meant by survey feedback in OD?
14. Name any two areas where OD can be applied.
15. State any one reason why OD fails in organizations.

☐ Multiple Choice Questions

1. Organizational Development focuses primarily on:
   a) Financial restructuring
   b) Systematic change and improvement
   c) Machinery upgrades
   d) Job promotions
   Answer: b) Systematic change and improvement
2. OD is based on:
   a) Accounting methods
   b) Behavioural science knowledge
   c) Technical analysis

d) Advertising models

Answer: b) Behavioural science knowledge

3. Which of the following is an OD intervention?
   a) Market segmentation
   b) Process consultation
   c) Share buyback
   d) Employee layoff

   Answer: b) Process consultation

4. OD is primarily concerned with:
   a) Static structures
   b) Planned change
   c) Short-term profits
   d) Financial planning

   Answer: b) Planned change

5. The first step in the OD process is:
   a) Evaluation
   b) Diagnosis
   c) Feedback
   d) Goal-setting

   Answer: b) Diagnosis

6. An OD consultant is:
   a) A marketing executive
   b) A change facilitator
   c) A production manager
   d) An accountant

   Answer: b) A change facilitator

7. The OD intervention that aims to improve interpersonal skills is:
   a) Team-building
   b) Strategic planning
   c) Financial modeling
   d) Automation

   Answer: a) Team-building

8. Survey feedback is used to:
   a) Lay off employees
   b) Measure product quality
   c) Collect and analyze employee perceptions
   d) Increase factory output

   Answer: c) Collect and analyze employee perceptions

9. Which one is NOT a feature of OD?
   a) Long-term process
   b) Involves employees
   c) Emphasizes short-term profits
   d) Based on planned interventions

   Answer: c) Emphasizes short-term profits

10. The ultimate goal of OD is:
    a) Technology adoption

b) Organizational effectiveness
c) Staff reduction
d) Product innovation
   Answer: b) Organizational effectiveness
11. OD interventions are:
    a) Random activities
    b) Planned actions for improvement
    c) Reactions to crises
    d) Always short-term
    Answer: b) Planned actions for improvement
12. OD is a _____ approach.
    a) Financial
    b) Strategic
    c) Systematic and planned
    d) Unstructured
    Answer: c) Systematic and planned
13. One key assumption of OD is:
    a) Change must be resisted
    b) People are not important
    c) People want to grow and develop
    d) Top-down decision-making is best
    Answer: c) People want to grow and develop
14. Which of the following is NOT typically included in an OD program?
    a) Team-building
    b) Survey feedback
    c) Technical training only
    d) Sensitivity training
    Answer: c) Technical training only
15. The evaluation stage in the OD process is used to:
    a) Hire new employees
    b) Select leaders
    c) Assess the outcomes of OD efforts
    d) Determine salaries
    Answer: c) Assess the outcomes of OD efforts

Unit V: Organizational Conflict

☐ Long Answer Questions

1. Define organizational conflict. What are its main characteristics?
2. Explain the different types of conflicts found in organizations.
3. Discuss the main causes of conflict in the workplace.
4. Differentiate between functional and dysfunctional conflict with examples.
5. Describe the traditional, behavioral, and interactionist views of conflict.

6. What are the stages in the conflict process? Explain with examples.
7. How can conflict, if managed properly, be beneficial to organizations?
8. Discuss the negative consequences of unresolved organizational conflicts.
9. Explain the techniques for resolving interpersonal conflict at work.
10. What are the key differences between task conflict and relationship conflict?
11. Describe the sources of organizational conflict at individual, group, and organizational levels.
12. Explain the role of communication in both causing and resolving conflicts.
13. What are the strategies managers can use to minimize workplace conflict?
14. Discuss how leadership style influences conflict resolution.
15. How does organizational structure contribute to conflict?

□ Short Answer Questions

1. Define conflict in the context of an organization.
2. What is functional conflict?
3. What is dysfunctional conflict?
4. Name any two sources of organizational conflict.
5. What is meant by task conflict?
6. Define relationship conflict.
7. What is the traditional view of conflict?
8. State one benefit of conflict in the workplace.
9. What is meant by conflict resolution?
10. Mention any two conflict management techniques.
11. Define negotiation.
12. What is the role of a mediator in conflict resolution?
13. What is the difference between avoidance and collaboration in conflict handling?
14. State one reason why conflicts occur in teams.
15. Mention one outcome of unresolved conflict.

□ Multiple Choice Questions

1. Conflict in organizations is:
   a) Always harmful
   b) Never beneficial
   c) A natural part of organizational life
   d) Rare and unusual
   Answer: c) A natural part of organizational life
2. Functional conflict:
   a) Hinders group performance
   b) Improves decision-making and innovation
   c) Involves violence

d) Is always emotional
    Answer: b) Improves decision-making and innovation
3. Which of the following is a type of conflict?
    a) Emotional conflict
    b) Legal conflict
    c) Task conflict
    d) Time conflict
    Answer: c) Task conflict
4. The traditional view of conflict considers it as:
    a) Encouraging and productive
    b) Natural and positive
    c) Harmful and should be avoided
    d) Neutral
    Answer: c) Harmful and should be avoided
5. A source of interpersonal conflict is:
    a) Technology
    b) Personality clashes
    c) Economic growth
    d) Marketing techniques
    Answer: b) Personality clashes
6. Which of the following is NOT a method of conflict resolution?
    a) Collaboration
    b) Compromise
    c) Escalation
    d) Avoidance
    Answer: c) Escalation
7. Dysfunctional conflict:
    a) Enhances group performance
    b) Promotes creativity
    c) Disrupts productivity and relationships
    d) Resolves problems
    Answer: c) Disrupts productivity and relationships
8. The behavioral view of conflict:
    a) Encourages conflict to grow
    b) Regards conflict as inevitable
    c) States conflict must be eliminated
    d) Is outdated
    Answer: b) Regards conflict as inevitable
9. Interactionist view suggests:
    a) Conflict is always negative
    b) Conflict should be prevented
    c) A certain level of conflict is necessary
    d) Conflict is irrelevant
    Answer: c) A certain level of conflict is necessary
10. Which of these is a technique to reduce conflict?
    a) Miscommunication

b) Clear role definition
c) Delay decision-making
d) Avoid interaction
  Answer: b) Clear role definition
11. A mediator in conflict resolution:
    a) Punishes the wrongdoer
    b) Supports one party only
    c) Helps both parties reach a solution
    d) Ignores the conflict
    Answer: c) Helps both parties reach a solution
12. Task conflict is associated with:
    a) Personal dislike
    b) Work-related disagreements
    c) Power struggles
    d) Pay disputes
    Answer: b) Work-related disagreements
13. A key reason for group conflict is:
    a) Team spirit
    b) Goal incompatibility
    c) Effective communication
    d) Clear structure
    Answer: b) Goal incompatibility
14. Which of the following is NOT a conflict-handling style?
    a) Competing
    b) Collaborating
    c) Avoiding
    d) Dictating
    Answer: d) Dictating
15. Conflict is more likely when:
    a) Resources are abundant
    b) Goals are aligned
    c) There is high interdependence
    d) Tasks are clearly defined
    Answer: c) There is high interdependence