1. Which of the following is/are the key features of organization

a. Social invention

b. Accomplishing goals

c. Group efforts

d. **All of these**

2 A study of human behaviour in organizational settings is a. Individual behaviour

b. Group behaviour

c. **Organizational behaviour** d. None of these

1. Scientific Management approach is developed by

a. Elton Mayo

b. Henry Fayol

c. **F.W. Taylor**

d. A. Maslow

4 “Hawthrone experiment” which was a real beginning of applied research in OB was conducted by

a. **Elton Mayo** b. Henry Fayol c. F.W. Taylor d. Max Weber

5. Whose concept states that interpersonal and human relations may lead to productivity a. **Elton Mayo**

b. Henry Fayol c. F.W. Taylor d. Max Weber

6. --------------is a relatively permanent change in behaviour that occurs as a result of experience

a. Behaviour modification b. **Learning**

c. Motivation d. Skills

7. What do we call it when we judge someone on the basis of our perception?

a. **Stereotyping**

1. Categorizing
2. Halo effect
3. Prototyping

8. Sobha is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Sobha most likely using?

a. Contrast effect b. Halo effect

c. Stereotyping

d**. Perceptual Set**

9. Sathish has a low absenteeism rate. He takes responsibility for his health and has good health habits. He is likely to have a(an):

a. **Internal locus of control** b. External locus of control c. Core locus of control

d. High emotional stability level

10. Raju believes that men perform better in oral presentations than women. What shortcut has been used in this case?

a. The halo effect

b. The contrast effect c. Projection

d**. Stereotyping**

11. People with which type of personality trait commonly make poor decisions because they make them too fast?

a. **Type As** b. Type Bs

c. Self-monitors d. Extroverts

12. Which of the following is an environmental force that shapes personality?

1. Gender
2. Height

c**. Experience**

d. Brain size

13. Which of the following is not a trait dimension in Big 5 personality trait? a. Extroversion

b. Agreeableness c**. Ego**

d. Culture

14. Which dimension of Big 5 personality traits represents artistically sensitive, refined etc. a**. Openness**

b. Emotional stability c. Conscientiousness d. Extroversion

15. The cognitive process through which an individual selects, organizes but misinterprets environmental stimuli is known as\_\_\_\_\_\_\_\_\_

a. Perception b. Projection

c. Selective Perception d**. Mis-Perception**

16. The more consistent behaviour, the more the observer is inclined to \_\_\_.

a. Attribute it to interpretation

b. **Attribute it to internal causes**

c. Attribute it to consensus

d. Attribute it to external causes

17. Which of the following is one of the relationships proposed in expectancy theory?

a. Reward-satisfaction relationship

b. Satisfaction-performance relationship

c. **Rewards-personal goals relationship** d. Effort-satisfaction relationship

18. In Maslow’s hierarchy needs which of the following pair of needs is ranked as” lower order needs”?

a. **Physiological and safety needs** b. Physiological and social need

c. Self actualization and safety needs d. Social and esteem needs

19. Maslow grouped the five needs into two categories

a**. Higher-order needs and Lower-order needs**.

b. Supreme needs and local needs

c. Self needs and others needs

d. Luxurious needs and comfort needs

20. If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behaviour shows \_\_\_\_\_.

a. **Consensus** b. Similarity c. Reliability d. Consistency

21. Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of \_\_\_\_\_.

a. Self-serving bias

b. Selective perception

c**. Fundamental attribution error**

d. Inconsistency

22. If a person responds the same way over time, attribution theory states that the behaviour shows.

a. Distinctiveness b. Consensus

c. **Consistency** d. continuity

23. Mr. Balu is late for work each day by about ten minutes. How would attribution theory describe this behaviour?

a. It shows consensus.

b. It shows similarity.

c. It shows reliability.

d**. It shows consistency**

24. Experiments performed by Ivan Pavlov led to what theory? a. **classical conditioning**

b. operant conditioning c. social learning

d. behaviour shaping

25. What role did the meat play in Pavlov’s experiment with dogs? a. an unconditioned response

b. a conditioned stimulus c. a conditioned response

d. **an unconditioned stimulus**

26. In Pavlov’s experiment, the bell was a/an .

a. unconditioned stimulus

b. unconditioned response

c. **conditioned stimulus**

d. conditioned response

27. Which of the following is not true of classical conditioning? a. Classical conditioning is passive.

b. Classical conditioning can explain simple reflexive behaviours.

c. Learning a conditioned response involves building an association between a conditioned stimulus and an unconditioned stimulus.

d. **A neutral stimulus takes on the properties of a conditioned stimulus**.

28. Operant conditioning argues that

a. behaviour is reflexive

b. behaviour is unlearned

c**. behaviour is a function of its consequences**

d. the tendency to repeat a behaviour is very strong

29. According to operant conditioning, when behaviour is not reinforced, what happens to the probability of that behaviour occurring again?

a. It increases. b**. It declines**.

c. It remains unchanged. d. It becomes zero.

30. What do we call the view that we can learn both through observation and direct experience?

a. situational learning theory

b. classical learning

c**. social learning theory** d. the Pavlov principle

31. Four processes have been found to determine the influence that a model will have on an individual. Which of the following is not one of those processes?

a. attention processes b. retention processes

c. motor reproduction processes d. **consequential processes**

32. Which of the following processes deals with how well an individual remembers a model’s action after it is no longer readily available?

a. Attitudinal b**. Retention**

c. motor reproduction d. reinforcement

33. What do we call the practice of reinforcing closer and closer approximations of a desired behaviour?

a. Modelling b. **Shaping**

c. classical conditioning d. social learning

34. Suspending an employee for dishonest behaviour is an example of which method of shaping behaviour?

a. Extinction

b. Negative reinforcement c**. Punishment**

d. Reaction

35. Who said “Give me a child at birth and I can make him into anything you want”?

a**. B.F. Skinner**

b. Ivan Pavlov

c. Sigmund Freud

d. James Emery

36. Syam is always late coming to work and the manager cut his increment. This is an example of.

a.positive reinforcement b.negative reinforcement c. **Punishment**

d. extinction

37. What is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?

a. Interpretation

b. Environmental analysis c. Outlook

d. **Perception**

38. Two people see the same thing at the same time yet interpret it differently. Where do the factors that operate to shape their dissimilar perceptions reside?

a**.the perceivers** b. the target

c. the timing d. the context

39. What is the name of the theory that deals with how we explain behaviour differently depending on the meaning we assign to the actor?

a. behavioural theory b. judgment theory

c. selective perception theory d**. attribution theory**

40. In attribution theory, what is distinctiveness?

a. whether an individual displays consistent behaviours in different situations

b. **whether an individual displays different behaviours in different situations**

c. whether an individual displays consistent behaviours in similar situations

d. whether an individual displays different behaviours in similar situations

41. ………………..is once view of reality a. Attitude

b. **Perception** c. Outlook

d. Personality

42. …………is the dynamic organization within the individual that determine his unique adjustment to the environment

a. Perception b. Attitude

c. Behaviour

d**. Personality**

43. Most of the learning that takes place in the Class room is a. Classical conditioning

b. Operant conditioning c**. Cognitive learning**

d. Social learning

44. A learned pre-disposition to respond in a consistently favourable or unfavourable manner with respect to a given object

a. Perception b. **Attitude**

c. Behaviour d. personality

45. “I don’t like that company”- is ………components of attitude.

a. **Affective component**

b. Cognitive component

c. Intentional component

d. None of these

46. “They are the worst firm I have ever dealt with” is ………components of attitude. a. Affective component

b. **Cognitive component** c. Intentional component d. None of these

47. ” Person-Job fit” means

a. Persons physical fitness match with the job

b. Persons skills match with the job

c. **Persons contributions match with the incentives offered by the organization**

d. Persons education match with the job

48. As per Stimulus-Response Model, input for behaviour process is

a. Drive

b. Organism c**. Stimuli**

d. Response

49. An enduring attribute of a person that appears constantly in a variety of situation is a. behaviour

b**. trait**

c. attitude d. culture

50. Sociable, talkative, assertive etc. are features of a. introversion

b. agreeableness c. **extroversion**

d. conscientiousness

51. Good natured, cooperative and trusting are the features of a. introversion

b. **agreeableness** c. extroversion

d. conscientiousness

52. Responsible, dependable, persistent and achievement oriented are features of a. introversion

b. agreeableness c. extroversion

d. **conscientiousness**

53. Imaginative, artistically sensitive etc. are features of

a. **Openness**

1. agreeableness
2. extroversion
3. conscientiousness

54. Tensed, insecurity and nervousness are features of a. **emotional instability**

b. agreeableness c. extroversion

d. conscientiousness

55. Some people strongly believe that each person have control of his own life. This is a. extroversion

b. conscientiousness

c**. internal locus of control** d. external locus of control

56. Some people think that what happens to them is a result of fate, chance, luck etc. this is

a. extroversion

b. conscientiousness

c. internal locus of control d**. external locus of control**

57. ……..is the tendency of individual, which directs them to be inward and process ideas and thought within themselves

a. extroversion b. **Introversion**

c. internal locus of control

d. external locus of control

58. ………..persons are likely to be most successful in the field of advertisement, sales department, public relation etc

a. **extroversion**

b. conscientiousness

c. internal locus of control

d. external locus of control

59. ………..persons are likely to be most successful in the field of research and work based on abstract idea.

a. extroversion b**. introversion**

c. internal locus of control

d. external locus of control

60**.** The tendency to perceive a line that starts in one way as continuing in the same way is called the principle of:

a) Proximity

b) Similarity

c) Closure

d) **Continuation**

61. Which one of the following is not a principle of Organization of Perception?

a) The Law of Proximity

b) The Law of Similarity

c) The Law of Continuity

d) **The Law of Contrast**

62. When an object is moved farther away, we tend to see it as more or less invariant in size. This is due to:

a) Shape Constancy

b) Colour Constancy

c) **Size Constancy**

d) Brightness Constancy

63. Emotional intelligence refers to qualities such as understanding your own feelings, empathy for others, and

a.) Possessing above average verbal and math skills

**b) The ability to manage emotions.**

c) Having a good sense of humor.

d) Understanding human relations research.

64. One of the key factors of emotional intelligence is

a) Self-awareness

b) Self-management

c) Social awareness

**d) All of the above.**

65. A worker high in emotional intelligence would engage in such behaviors as

a) Recognizing when a coworker needs help but is too embarrassed to ask.

b) Dealing with the anger of a dissatisfied customer.

c) Being able to tell whether a customer's "maybe" means "yes" or "no."

**d) All of the above**.

66. Which of the following is NOT a component of attitudes?

a) Cognitive.

b) Affective

c) **Negative.**

d) Behavioral.

67. Cognitive components of attitudes are

a) **The knowledge or intellectual beliefs an individual may have.**

b) The emotions connected with an object or task.

c) How a person acts.

d) All of the above.

68. A worker with a positive attitude and good performance is likely to achieve all of the following except

a) Being liked by customers

b) Closing more sales

c) **Jealousy from co-workers.**

d) Favorable work assignments.

69. The emotions connected with an object or task are the

a) Cognitive components of attitudes

b) **Affective components of attitudes.**

c) Behavioral components of attitudes.

d) None of the above.

70. Which of the following is not a stage of team development?

a) Forming

b) **Deciding**

c) Adjourning

d) Storming

**2 Marks Questions**

**1) Define OB**

Stephen .P. Robbins defines Organizational Behavior as a “field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge towards improving an organizations effectiveness”

**2) Define Attitude**

Attitudes are understood as a beliefs, feelings, and action tendencies of an individual or group of individual towards objects, ideas & people.

**3) What is Locus of Control?**

**Locus of Control**: Locus of control refers to one’s belief that what happens is either within one’s control or beyond one’s control. Do you believe that your destiny is controlled by yourself or by external forces (such as fate, god, or powerful others)?

Internals – they control what happens to them

Externals – controlled by outside forces (lady luck to chance, fate)

4) Differentiate between type A & B personality

Type „A‟

* Always moving, walking & eating fast
* Feel impatient
* Strive to do two or more things at once
* Cannot cope with leisure time
* Obsessed with number; how many, how much they have achieved

Type „B‟

* Never suffer from a sense of time urgency
* Feel no need to display/discuss their achievements unless required
* Play for fun /relaxation

**5) Define EI**

EI is composed of five dimensions

1. Self-awareness (what you‟re feeling)
2. Self-management (manage the feelings)
3. Self-motivation (go on with -ve emotions)
4. Empathy (feel how others are feeling)
5. Social skills (handle emotions of others

**6) What is job Attitude? Explain the aspects of job attitude.**

A job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job

While it can be said that some people can be classified by overall attitude, there are aspects of jobs that can impact the attitude a person has about their position and company.

Job Satisfaction, Job Involvement&Organizational Commitment are the three aspects of job attitude.

**7) What the barriers to changing attitudes?**

Employees’ attitudes can be changed and sometimes it is in the best interests of managements to try to do so.

There are two major categories of barriers that come in the way of changing attitudes:

1. **Prior commitment** when people feel a commitment towards a particular course of action that has already been agreed upon and thus it becomes difficult for them to change or accept the new ways of functioning.

2. **Insufficient information** also acts as a major barrier to change attitudes. Sometimes people see no reason why they would change their attitudes. The boss may not like a subordinate’s negative attitudes, but the latter may be quite pleased with his behavior. Unless the boss can show the individual why a negative attitude is detrimental to career progress or salary increases or some other personal objective, the subordinate may continue to have negative attitude

**8) Define personality. What are the determinants of Personality?**

Personality refers to the attributes of an individual which make him or her different from others.

**Determinants of Personality**

The determinants of personality can be grouped into the three broad categories.

* **Heredity:** Heredity is the transmission of the qualities from the parents to children through a biological mechanism. Generally heredity characteristics such as physical stature, facial attractiveness, temperament, intelligence influenced by who one’s parents are.
* **Environment:** The environment, i.e. one’s early conditions, the family norms, friends & social group exerts pressure on one’s personality formation. The cultural environment in which people are raised plays a major role in shaping personality.
* **Situation:** An individual’s personality does change depending on the situation. This is because the different demands of the different situations call forth different aspects of one’s personality.

**9) Define Machiavellianism.**

Machiavellianism refers to an individual’s propensity to manipulate people for solving his/her interest. An individual higher in Machiavellianism tends to be cool, logical and assessing the system around him, pragmatic, maintains emotional distance, tries to control people, events and situations by manipulating the system to his advantage. In sum, “if it works, use it” is consistent with a high Machiavellianism. They manipulate more, win more, are persuaded less and persuade others more than do individuals having low Machiavellianism. However, these high outcomes are moderated by situational factors.

However, the Machiavellianism can be considered as good in jobs that need bargaining skills (for example, labor negotiations) or in jobs offering substantial rewards for winning (suchas commissioned sale). But, in jobs where ends cannot justify the means, i.e. in jobs ethical consideration is involved, the Machiavellianism cannot perform better.

10) **Explain personality trait Self-monitoring**.

Self-monitoring is a personality trait that has recently received increasing attention. Simply speaking, self-monitoring is an individual’s ability to adjust his/her behaviour to external factors/situations. Individuals with high self-monitoring trait show greater adaptability to adjust themselves with external situations. They can behave differently in different situations. Hence, there is very less behavioural consistency between who they are and what they do. It can be hypothesized that individuals high in self-monitoring are likely to be more successful managers who at times are required to play multiple, and even contradicting roles to perform their managerial activities. In other words, individuals with high self-monitoring are capable of showing different faces for different audiences as per the requirements of the situations

**11) What is the characteristic of Type A Personality?**

**Type A Personality:** Type A people are impatient and aggressive to achieve more and more in less and less time. These characteristics result in some specific behavioural outcomes. Working fast, emphasizing quantity over quality, working for long hours, making quick decisions, etc. are some of the behavioural examples of type A people.

In organizations, great salespersons are usually type A’s. The reason is, sales occur in a competitive market which requires rigorous and aggressive efforts to sell one’s product. But, senior executives are usually type B’s. The answer lies in the fact that promotions in corporate organizations usually go to those who are wise, tactful and creative rather than to those who are merely hasty and hostile in doing things.

**12) What is Perception?**

Perception is a process of by which individuals organize & interpret their sensory impressions in order to give meaning to their environment.

Eye activate us to see an object is **sensation** and what is being seen is **perception.**

**13) What is Stereotyping?**

**Stereotyping**: It is the tendency to assign attribute to someone solely on the basis of a category of people to which that person belongs. In perceiving another, a person may categorize the other according to some salient characteristics such as sex, race, religion, nationality, occupation, or organizational affiliation. An example may be: Older workers can’t learn new skills; workers are anti-management etc.

**14) Define Halo Effect?**

**Halo Effect**: Halo effect refers to the tendency of perceiving people in terms of good or bad and assigning all good qualities to one who is good and bad qualities to one who is bad.

An example of the halo effect is a professor awarding more marks to a student that he likes.

In organizations, the halo effect occurs when superior rate subordinates in a formal appraisal. In this context, a manager evaluating one of his employees on certain dimensions may assume that someone who is good in one dimension must also be good at other things and rate the person highly on other aspects.

**15) Define Attribution theory**

Attribution theory seeks to explain why people behave as they do. This theory suggests that we observe behaviour and then attribute causes to it; that is, we attempt to explain why people behave as they do.

For example, is someone angry because they are bad-tempered or because something bad happened?

People tend to see cause and effect relationships, even where there is none!

This theory postulates that the behaviour of others can be examined on the basis of its distinctiveness, Consistency and consensus.

* **Distinctiveness** is the degree to which a person behaves similarly in different situations.
* **Consistency** is the degree which a person engages in the same behaviour at different times.
* **Consensus** is the degree to which other people are engaging in the same behaviour.

**16) What is motivation? Explain content theory of motivation.**

Motivation refers to the set of forces that causes people to behave in certain ways

A basic principle is that the performance of an individual in an organization depends on his or her ability backed by motivation stated algebraically the principle is

**Performance = *f* (ability x motivation)**

Ability alone is not enough. The person’s desire to accomplish the task is also necessary. Organizations become successful when employees have abilities & desire to accomplish given tasks.

**Content theories** explain the dynamics of employee needs, such as why people have different needs at different times. By understanding an employee’s needs, we can discover what motivates that person.

17) **What is Group Dynamics?**

Group dynamics deals with the attitudes and behavioral patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups..

18) **What is Group Norms?**

Norms define the acceptable standard or boundaries of acceptable and unacceptable behavior, shared by group members.

* Group cannot work effectively to accomplish their goals if they do not establish norms according to which they will operates, that is behavioral rules of conduct.
* They are typically created in order to facilitate group survival, make behaviour more predictable, avoid embarrassing situations, and express the values of the group.
* The norms often reflect the level of commitment, motivation, and performance of the group.
* The majority of the group must agree that the norms are appropriate in order for the behaviour to be accepted. There must also be a shared understanding that the group supports the norms.
* It should be noted, however, that members might violate group norms from time to time.
* If the majority of members do not adhere to the norms, then they will eventually change and will no longer serve as a standard for evaluating behaviour.
* Group members who do not conform to the norms will be punished by being excluded, ignored, or asked to leave the group.

19) **Explain Group Cohesiveness**:

Cohesiveness refers to the bonding of group members or unity, feelings of attraction for each other and desire to remain part of the group.

* Many factors influence the amount of group cohesiveness –
  + agreement on group goals
  + frequency of interaction
  + personal attractiveness
  + inter-group competition
  + Favorable evaluation etc.
* The more difficult it is to obtain group membership the more cohesive the group will be.
* Groups also tend to become cohesive when they are in intense competition with other groups or face a serious external threat to survival.
* Smaller groups and those who spend considerable time together also tend to be more cohesive.
* Cohesiveness in work groups has many positive effects, including worker satisfaction, low turnover and absenteeism, and higher productivity.

20) **Define Reference Groups**.

A reference group is a type of group that people use to evaluate themselves. The main objectives of reference groups are to seek social validation and social comparison. Social validation allows individuals to justify their attitudes and values while social comparison helps individuals evaluate their own actions by comparing themselves to others. Reference groups have a strong influence on members’ behavior. Such groups are formed voluntarily. Family, friends, and religious affiliations are strong reference groups for most individuals.

**21) What is Task group?**

Task groups consist of people who work together to achieve a common task. Members are brought together to accomplish a narrow range of goals within a specified time period. Task groups are also commonly referred to as task forces. The organization appoints members and assigns the goals and tasks to be accomplished.

Examples of assigned tasks are the development of a new product, the improvement of a production process, or designing the syllabus under semester system.

22) **Define of Leadership. What are the styles of leadership?**

Leadership can, however, be simply defined as the act of making an impact on others in a desired direction.

**Styles of Leadership**

There are different styles of leadership, in particular, regarding decision-making

**Autocratic**

* The autocratic leadership style allows managers to make decisions alone without the input of others.
* Managers possess total authority and impose their will on employees.
* No one challenges the decisions of autocratic leaders.
* This leadership style benefits employees who require close supervision.
* Creative employees who thrive in group functions detest this leadership style.

**Democratic**

* Democratic leader involve their people in decision-making.
* They function as collectors of opinion and take a vote before making a decision.
* Democratic leaders delegate full authority to subordinates.

**Laissez-Faire /Free-rein**

* Laissez-faire leaders have minimum involvement in decision-making.
* They allow people to make their own decisions.
* The employees are responsible for the outcome of their decision.
* Laissez-faire leadership is successful when people are capable and motivated to make their own decision.

**23) Define Transactional leadership.**

The basic beliefs of transactional leaders are that

* People are motivated by reward and punishment
* Social systems work best with a clear chain of command
* When subordinates agree to do job, they cede (surrender) all authority to their manager

**24) What is Transformational leadership?**

Transformational leadership attempts to change the whole organization from one “style” or “culture” to another.

Charismatic leaders have supernatural powers over their followers.

Charismatic leaders use their own personal power instead of position power to influence followers in order to achieve their goals.

There are six main characteristics of transformational leaders:

Empowering, Risk taking, Clarity of mission, Team building, Equanimity (calmness), & Evolving trust

**25) What is Brainstorming?**

* It is a process of generating ideas without any criticism.
* It encourages all weird, unusual, and impractical ideas, because the purpose behind brainstorming is to allow the brain to wander freely.
* Every idea or suggestion is recorded without any criticism
* Group members are encourages to think creatively and differently from the normal.
* A collective decision is then made after analyzing each of the ideas.

**26) Explain Nominal Group Technique.**

* Group members independently write alternative solutions to the problem on their own without consulting or interacting with each other, so that groupthink can be eliminated.
* The group coordinator either collects these written ideas/solutions or writes on the board and invites each group member to answer any questions raised by the group about his/her solution and make clarifications.
* Then all ideas/solutions are discussed and are evaluated for their advantages and disadvantages, and all members individually assign a rank on the basis of priority for each alternative solution.
* The most popular idea/solution with the highest ranking is chosen as the final decision.

**Long Questions**

1. What is the importance of OB in an organization? How the evolution of OB took place? Explain the limitation of OB.
2. Define Attitude and its importance in an organization. Explain the ABC model of formation of attitude.
3. Explain the mixed model by Danial Goleman.
4. Personality is the product of heredity, environment, family, social and situational factors, Justify the statement. What are the determinants? Explain the big five personality model.
5. How does the study of personality help in understanding organizational behavior? Explain MBTI.
6. What are the factors that influences perception? Explain the perceptual process with an illustration.
7. What does motivation means? Differentiate between process theory and content theory of motivation. Explain expectancy theory of motivation.
8. Critically examine the two factor theory of motivation. How does it compare and contrast with the Need hierarchy theory
9. Why are group formed? What are the various types of group? Explain the stages in group development.
10. Discuss the process of team building. Explain the factors that influence team effectiveness.
11. Discuss the pros and cons of autocratic and democratic styles of leadership. Explain the transactional theory of leadership with an illustration
12. Explain, according to Fiedler’s contingency model, how leadership style interacts with situational variables.

**The End**