



Managing Organisational Behaviour -434C1C

Question Bank

UNIT I: INTRODUCTION TO ORGANISATIONAL BEHAVIOUR

1 MARK QUESTIONS

1. Define Organizational Behavior.
2. What are biographical characteristics?
3. Name any two personal factors affecting individual behavior.
4. Who proposed the concept of Division of Labor?
5. What is Scientific Management?
6. Who is the father of Scientific Management?
7. Define Bureaucracy according to Max Weber.
8. What is the Hawthorne Effect?
9. Who conducted the Hawthorne Studies?
10. Name the four experiments conducted in Hawthorne Studies.
11. What is Social Identity Theory?
12. Who proposed Social Identity Theory?
13. Define Organizational Citizenship Behaviour (OCB).
14. What is Altruism in OCB?
15. What is Sportsmanship in OCB?
16. Name any two disciplines that contribute to OB.
17. What is Psychology's contribution to OB?
18. What does Sociology contribute to OB?
19. What is workforce diversity?
20. What is the three-level OB model based on?

5 MARKS QUESTIONS



1. Explain the biographical characteristics that influence individual behavior.
2. Describe Adam Smith's concept of Division of Labor and its functions.
3. Explain the four principles of Scientific Management by Frederick Taylor.
4. Discuss Henri Fayol's five functions of management.
5. Explain the concept of Bureaucracy as proposed by Max Weber.
6. Describe the Illumination Experiments conducted in Hawthorne Studies.
7. Explain the Relay Assembly Test Room Experiments and their findings.
8. Discuss the Bank Wiring Observation Room Experiments and their implications.
9. Explain the importance of studying Organizational Behavior.
10. Describe how Psychology contributes to the field of Organizational Behavior.
11. Explain the role of Social Psychology in OB.
12. Discuss the concept of Social Identity Theory and its stages.
13. Explain the five types of Organizational Citizenship Behavior.
14. Describe the challenges faced by organizations in the current environment.
15. Explain how globalization affects organizational behavior.
16. Discuss the importance of managing workforce diversity.
17. Explain the role of innovation and change in organizations.
18. Describe the concept of work-life conflicts and their management.
19. Explain the importance of ethical behavior in organizations.
20. Discuss the three levels of the OB model with examples.

10 MARKS QUESTIONS

1. Discuss in detail the factors impacting individual behavior in organizations with suitable examples.



2. Explain the historical foundations of Organizational Behavior, covering contributions from Adam Smith, Frederick Taylor, Henri Fayol, and Max Weber.
3. Describe the Hawthorne Studies in detail, including all four experiments and their implications for organizational behavior.
4. Discuss the need for studying Organizational Behavior and explain how it helps organizations achieve effectiveness.
5. Explain how different disciplines (Psychology, Social Psychology, Sociology, and Anthropology) contribute to the field of Organizational Behavior.
6. Discuss the major challenges and opportunities faced by organizations in managing organizational behavior in the contemporary business environment.
7. Explain Social Identity Theory in detail with its stages and relevance to organizational settings.
8. Discuss Organizational Citizenship Behavior comprehensively, including its types, importance, and impact on organizational effectiveness.
9. Analyze the implications of the Hawthorne Studies for modern management practices and employee motivation.
10. Critically evaluate the three-level OB model and explain how independent and dependent variables interact at different levels.

UNIT II: PERSONALITY, ATTITUDES, VALUES, PERCEPTION, LEARNING & MOTIVATION

1 MARK QUESTIONS

1. Define Personality.
2. Name the four determinants of personality.



3. What is the Id according to Freud?
4. What is the Ego in Freud's theory?
5. What is the Superego?
6. Who proposed the Big Five Personality Model?
7. Name the five dimensions of the Big Five Model.
8. What is Extraversion?
9. What is Emotional Stability?
10. Define Self-efficacy.
11. What are attitudes?
12. Name the three components of attitudes.
13. What is the affective component of attitude?
14. Define Values.
15. What are Terminal Values?
16. What are Instrumental Values?
17. Define Perception.
18. What is Selective Perception?
19. What is the Halo Effect?
20. Define Learning.
21. What is Classical Conditioning?
22. Who conducted the Classical Conditioning experiment?
23. What is Operant Conditioning?
24. What is Reinforcement?
25. Define Motivation.
26. Who proposed Maslow's Hierarchy of Needs?
27. What is Self-actualization?
28. Who proposed the Two-Factor Theory?
29. What are Hygiene Factors?



30. What is the Expectancy Theory?

5 MARKS QUESTIONS

1. Explain the determinants of personality with examples.
2. Describe Freud's Psychoanalytic Theory of Personality.
3. Explain the concept of Id, Ego, and Superego in Freud's theory.
4. Discuss the Humanistic Perspective of personality.
5. Explain the Trait Perspective of personality.
6. Describe the Big Five Personality Model in detail.
7. Explain the MBTI (Myers-Briggs Type Indicator) and its dimensions.
8. Discuss Bandura's concept of Self-efficacy and its sources.
9. Explain other personality traits: Machiavellianism, Narcissism, and Risk-taking.
10. Describe the three components of attitudes with examples.
11. Explain the formation and functions of attitudes.
12. Discuss the methods of measuring attitudes.
13. Explain the barriers to attitude change and ways to change attitudes.
14. Describe the relationship between attitudes and behavior.
15. Explain the concept of values and their sources.
16. Discuss the types of values (Terminal and Instrumental).
17. Explain Hofstede's dimensions of national culture.
18. Describe the factors influencing perception.
19. Explain the four stages of perception.
20. Discuss Attribution Theory and its determinants.
21. Explain common perceptual biases with examples.
22. Describe Classical Conditioning Theory with Pavlov's experiment.
23. Explain Operant Conditioning Theory and its key concepts.



24. Discuss Social Learning Theory by Albert Bandura.
25. Explain Maslow's Hierarchy of Needs Theory.
26. Describe Herzberg's Two-Factor Theory of Motivation.
27. Explain Alderfer's ERG Model.
28. Discuss McGregor's Theory X and Theory Y.
29. Explain the Equity Theory of motivation.
30. Describe the Expectancy Theory of motivation.

10 MARKS QUESTIONS

1. Discuss the various theories of personality in detail, including Psychoanalytic, Humanistic, Trait, Behavioral, and Cognitive perspectives.
2. Explain the Big Five Personality Model comprehensively and discuss its application in organizational settings.
3. Discuss the concept of personality-job fit and explain how organizations can use personality assessment for better employee selection and placement.
4. Explain attitudes in detail, including their components, formation, functions, measurement, and the relationship between attitudes and behavior.
5. Discuss values comprehensively, including their types, sources, and Hofstede's cultural dimensions. Explain the implications for managing a diverse workforce.
6. Explain the perceptual process in detail and discuss how various perceptual biases affect decision-making in organizations.
7. Discuss Attribution Theory comprehensively, including its determinants, common attribution errors, and implications for organizational behavior.



8. Explain the various theories of learning (Classical Conditioning, Operant Conditioning, Social Learning, and Cognitive Learning) with relevant examples.
9. Discuss content theories of motivation in detail, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Alderfer's ERG Model, and McGregor's Theory X and Y.
10. Explain process theories of motivation (Equity Theory, Expectancy Theory, and Goal-Setting Theory) and discuss their application in motivating employees.
11. Discuss the Job Characteristics Model and explain how job design can be used as a motivational tool.
12. Compare and contrast different personality theories and evaluate their relevance to understanding behavior in organizations.

UNIT III: GROUP DYNAMICS AND INTERPERSONAL COMMUNICATION

1 MARK QUESTIONS

1. Define a group.
2. What is a formal group?
3. What is an informal group?
4. Name the four types of groups.
5. What is a Command Group?
6. What is a Task Group?
7. What is an Interest Group?
8. What is a Friendship Group?
9. Name the five stages of group development.
10. What is the Forming stage?



11. What is the Storming stage?
12. What is the Norming stage?
13. What is the Performing stage?
14. What is the Adjourning stage?
15. What is Synergy?
16. What are Group Norms?
17. What is Group Status?
18. Define Brainstorming.
19. What is the Nominal Group Technique?
20. What is the Delphi Technique?
21. Define Interpersonal Communication.
22. What is Dyadic Communication?
23. Name two barriers to interpersonal communication.
24. What is Body Language?
25. What is Active Listening?

5 MARKS QUESTIONS

1. Explain the types of groups in organizations with examples.
2. Describe the factors determining work group behavior.
3. Explain the five stages of group development in detail.
4. Discuss group member resources (abilities and personality characteristics).
5. Explain the concept of group processes and synergy.
6. Describe the structural variables of groups.
7. Explain the role of formal leadership in groups.
8. Discuss the concept of roles in groups and role identity.
9. Explain group norms, their types, and importance.



10. Describe the concept of group status and its behavioral consequences.
11. Discuss the impact of group size on group behavior and performance.
12. Explain the composition of groups and its effect on performance.
13. Describe the strengths of group decision-making.
14. Discuss the weaknesses of group decision-making.
15. Explain the Brainstorming technique with its advantages and limitations.
16. Describe the Nominal Group Technique and its process.
17. Explain the Electronic Meeting concept and its benefits.
18. Discuss the Delphi Technique in detail.
19. Explain the elements of interpersonal communication.
20. Describe the barriers to interpersonal communication.
21. Discuss the merits of interpersonal communication.
22. Explain interpersonal communication skills (speech, language, body language).
23. Describe the role of listening in interpersonal communication.
24. Explain how interpersonal communication is participatory.
25. Discuss the use of interpersonal communication in conflict resolution.

10 MARKS QUESTIONS

1. Discuss work group behavior in detail, including the external and internal factors that determine it.
2. Explain the stages of group development comprehensively and analyze their relevance to organizational teams.
3. Discuss group structure in detail, including formal leadership, roles, norms, status, size, and composition.
4. Explain group decision-making processes, including their strengths and weaknesses, with suitable examples.



5. Compare and contrast different group decision-making techniques (Brainstorming, Nominal Group Technique, Electronic Meetings, and Delphi Technique).
6. Discuss interpersonal communication comprehensively, including its elements, barriers, merits, and skills required.
7. Explain how interpersonal communication can be used as a tool for building relationships and resolving conflicts in organizations.
8. Analyze the factors that contribute to effective group performance and discuss strategies to enhance team effectiveness.
9. Discuss the role of norms in shaping group behavior and explain how organizations can develop positive group norms.
10. Explain the concept of group cohesiveness and discuss its relationship with group performance and productivity.

UNIT IV: LEADERSHIP, POWER AND POLITICS

1 MARK QUESTIONS

1. Define Leadership.
2. What is Situational Leadership?
3. Who developed Fiedler's Contingency Model?
4. Name the three situational variables in Fiedler's model.
5. What is Leader-Member Relations?
6. What is Task Structure?
7. What is Position Power?
8. What is Path-Goal Theory?
9. Who developed the Path-Goal Theory?
10. What is Directive Leadership?



11. What is Supportive Leadership?
12. What is Participative Leadership?
13. What is Achievement-Oriented Leadership?
14. What is the Vroom-Yetten Model?
15. What is the Hersey-Blanchard Model also known as?
16. What is Task Behavior?
17. What is Relationship Behavior?
18. Define Power.
19. What is Legitimate Power?
20. What is Reward Power?
21. What is Coercive Power?
22. What is Expert Power?
23. What is Referent Power?
24. What is Substitutability in power dynamics?
25. What is Centrality?
26. What is Discretion?
27. What is Visibility in power context?
28. Define Politics in organizations.
29. What is the difference between Power and Authority?
30. Name two individual factors contributing to political behavior.

5 MARKS QUESTIONS

1. Explain Fiedler's Contingency Model of Leadership.
2. Describe the three situational variables in Fiedler's model.
3. Explain the Path-Goal Theory of Leadership.
4. Discuss the four leadership styles in Path-Goal Theory.
5. Describe the Vroom-Yetten Contingency Model.



6. Explain the Hersey-Blanchard Tridimensional Leader Effectiveness Model.
7. Discuss the effectiveness dimension in leadership.
8. Explain the concept of LEAD instruments (LEAD Self and LEAD Other).
9. Define power and explain its importance in organizations.
10. Describe the five sources of power in detail.
11. Explain the contingencies of power (Substitutability, Centrality, Discretion, Visibility).
12. Discuss the difference between power and authority.
13. Explain the importance of power in an organization.
14. Define organizational politics and its characteristics.
15. Discuss individual factors contributing to political behavior.
16. Explain organizational factors that encourage political behavior.
17. Describe how power can be used effectively in organizations.
18. Explain the zone of indifference in the context of legitimate power.
19. Discuss the relationship between power and leadership effectiveness.
20. Explain how managers can manage organizational politics.

10 MARKS QUESTIONS

1. Discuss Fiedler's Contingency Model of Leadership in detail, including the situational variables and their combinations, and explain when task-oriented and relationship-oriented leaders are most effective.
2. Explain the Path-Goal Theory of Leadership comprehensively, including the four leadership styles and how they relate to different situational factors.
3. Compare and contrast the major contingency theories of leadership (Fiedler's Model, Path-Goal Theory, Vroom-Yetten Model, and Hersey-Blanchard Model).



4. Discuss the Hersey-Blanchard Tridimensional Leader Effectiveness Model in detail, including the effectiveness dimension and the LEAD instruments.
5. Explain power in organizations comprehensively, including its sources, contingencies, and the difference between power and authority.
6. Discuss organizational politics in detail, including its definition, factors contributing to political behavior, and strategies for managing politics in organizations.
7. Analyze the relationship between power, politics, and leadership in organizations and discuss how effective leaders use power and manage politics.
8. Explain the various sources of power and discuss how individuals and organizations can develop and leverage these power bases for organizational effectiveness.
9. Discuss the contingencies of power in detail and explain how they determine the extent to which power can be exercised effectively.
10. Critically evaluate the role of situational factors in determining leadership effectiveness and discuss the practical implications for leadership development.

UNIT V: WORK STRESS, ORGANISATIONAL CULTURE & CLIMATE, EMOTIONAL INTELLIGENCE

1 MARK QUESTIONS

1. Define Stress.
2. What is Distress?
3. What is Eustress?
4. What is Frustration?



5. What is Anxiety?
6. Name three symptoms of stress.
7. What is Job Burnout?
8. Define Meditation.
9. What is Behavioral Self-Control?
10. What is Networking as a stress coping strategy?
11. Define Organizational Culture.
12. What is Innovation in organizational culture?
13. What is a Strong Culture?
14. What is a Weak Culture?
15. What is Socialization?
16. What is the Pre-Arrival Stage?
17. What is the Encounter Stage?
18. What is the Metamorphosis Stage?
19. Define Organizational Climate.
20. What is Emotional Intelligence (EI)?
21. Who coined the term Emotional Intelligence?
22. What is Self-Awareness in EI?
23. What is Empathy?
24. What is Self-Regulation?
25. What is Social Skill?
26. Name the ability model of EI.
27. Who developed the performance-based approach to EI?
28. What is Emotional Literacy?
29. What is a Knowledge-Based Enterprise?
30. What is a Virtual Organization?

5 MARKS QUESTIONS



1. Explain the two forms of stress: Frustration and Anxiety.
2. Describe the symptoms of stress in detail.
3. Discuss the organizational factors causing stress.
4. Explain the personal factors contributing to stress.
5. Describe extra-organizational stressors.
6. Discuss group stressors in organizations.
7. Explain individual stressors including Type A personality.
8. Describe the physiological reactions to stress.
9. Explain the relationship between stress and job performance.
10. Discuss the concept of job burnout and its symptoms.
11. Explain individual coping strategies for stress.
12. Describe organizational coping strategies for stress.
13. Define organizational culture and explain its characteristics.
14. Discuss the difference between strong and weak cultures.
15. Explain the functions of organizational culture.
16. Describe the process of creating organizational culture.
17. Explain the three stages of socialization.
18. Discuss guidelines for changing organizational culture.
19. Explain the process of sustaining organizational culture.
20. Define organizational climate and its types.
21. Discuss factors affecting organizational climate.
22. Explain the concept of Emotional Intelligence.
23. Describe the components of Emotional Intelligence.
24. Explain Mayer and Salovey's Ability Model of EI.
25. Discuss Goleman's Performance-Based Approach to EI.
26. Explain the skills related to Emotional Intelligence.
27. Describe the applications of Emotional Intelligence in organizations.



- 28. Discuss how EI helps individual high performers.
- 29. Explain the role of EI in organizational success.
- 30. Describe Knowledge-Based Enterprise Systems and Processes.

ADDITIONAL 10 MARKS QUESTIONS

- 1. Discuss work stress comprehensively, including its definition, forms, symptoms, causes, and effects on job performance.
- 2. Explain the various causes of stress in detail, covering extra-organizational, organizational, group, and individual stressors.
- 3. Discuss coping strategies for stress, including both individual and organizational approaches, with suitable examples.
- 4. Explain organizational culture in detail, including its characteristics, functions, creation, sustaining mechanisms, and guidelines for change.
- 5. Discuss the socialization process comprehensively, including its three stages and their importance in adapting employees to organizational culture.
- 6. Explain Emotional Intelligence in detail, including its concept, components, and various theoretical models (Ability, Performance-Based, Personality-Based, Trait).
- 7. Discuss the applications of Emotional Intelligence in organizations, including its impact on job performance, leadership, and organizational effectiveness.
- 8. Analyze the relationship between organizational culture and organizational climate and discuss their impact on employee behavior and organizational performance.



9. Critically evaluate the different models of Emotional Intelligence and discuss their practical implications for individual and organizational development.
10. Discuss Knowledge-Based Enterprises and Virtual Organizations, including their characteristics, benefits, and challenges in the modern business environment.
11. Explain how organizations can develop and sustain a strong organizational culture that supports high performance and employee well-being.
12. Discuss the role of Emotional Intelligence in stress management, conflict resolution, and building effective interpersonal relationships in organizations.

ADDITIONAL QUESTIONS

10 MARKS QUESTIONS

1. Discuss how personality, perception, and attitudes interact to influence individual behavior in organizations.
2. Explain how leadership styles should be adapted based on group dynamics and organizational culture.
3. Analyze the role of motivation in enhancing organizational citizenship behavior and reducing work stress.
4. Discuss how emotional intelligence contributes to effective leadership and management of organizational politics.
5. Explain the relationship between organizational culture, employee motivation, and job satisfaction.



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