POKHARA UNIVERSITY

Level: Bachelor
Semester: Fall
Year: 2021
Programme: BBA/BI/BCIS/BHCM/TT
Full Marks: 100
Course: Fundamentals of Organizational Behaviour
Pass Marks: 45
Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable.
The figures in the margin indicate full marks.

Section "A"

Very Short Answer Questions

Attempt all the questions. [10×2]

1. State some basic assumptions of OB.
2. Explain the steps of perceptual process.
3. Put some idea about type A and Type B personality.
4. What is social-loafing?
5. Mention some characteristics of organizational culture.
6. What do you mean by group and group dynamics?
7. Write any four sources of organizational conflict.
8. Define beliefs and values.
9. Define learning organization.
10. What are the different forces of organizational change?

Section "B"

Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Define organizational behavior. Why the study of organizational behavior is essential for all managers.
12. Individual's perception differs from person to person. It is being formed through interaction of various factors. In this context, explain the concept of perception and factors affecting it.
13. Critically analyze the emerging issues of motivation and leadership.
14. Organizational development is essential in current global competition. Also explain different types of OD interventions necessary in different situations with examples.
15. What is team? Explain the different types of teams formed in organization on the basis of requirement.
16. Life is full of numerous stress. It has become a part of life. People are facing personal as well as professional stress. With this regard, briefly describe organizational and individual's stress management strategies.

17. Describe behavioral theory of leadership. Explain managerial grid along with diagram.

Section "C"
Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]

Organization is constantly engaged in methods for achieving harmonious relationships and getting out of conflicts, it's also important to remember there are situations in which too little conflict can be a problem. As we noted, in creative problem-solving teams, some level of task conflict early in the process of formulating a solution can be an important stimulus to innovation.

However, the conditions must be right for productive conflict. In particular, individuals must feel psychologically safe in bringing up issues for discussion. If people fear that what they say is going to be held against them, they may be reluctant to speak up or rock the boat. Experts suggest that effective conflicts have three key characteristics: they should (1) speak to what is possible, (2) be compelling, and (3) involve uncertainty.

So how should a manager "pick a fight?" First, ensure that the stakes are sufficient to actually warrant a disruption. Second, focus on the future, and on how to resolve the conflict rather than on whom to blame. Third, tie the conflict to fundamental values. Rather than concentrating on winning or losing, encourage both parties to see how successfully exploring and resolving the conflict will lead to optimal outcomes for all. If managed successfully, some degree of open disagreement can be an important way for companies to manage simmering and potentially destructive conflicts.

Do these principles work in real organizations? The answer is yes. Dropping its old ways of handling scheduling and logistics created a great deal of conflict at Burlington Northern Santa Fe railroad, but applying these principles to managing the conflict helped the railroad adopt a more sophisticated system and recover its competitive position in the transportation industry. Doug Conant, CEO of Campbell Soup, increased functional conflicts in his organization by emphasizing a higher purpose to the organization's efforts rather than focusing on whose side was winning a conflict. Thus, a dysfunctional conflict environment changed dramatically and the organization was able to move from one of the world's worst-performing food companies to one that was recognized as a top performer by both the Dow Jones Sustainability Index and *Fortune*

500 data on employee morale.

Questions:

a) How would you ensure sufficient discussion of contentious issues in a work group? How can managers bring unspoken conflicts into the open without making them worse? [5]

b) How can negotiators utilize conflict management strategies to their advantage so that differences in interests lead not to dysfunctional conflicts but rather to positive integrative solutions? [5]

c) Can you think of situations in your own life in which silence has worsened a conflict between parties? What might have been done differently to ensure that open communication facilitated collaboration instead? [10]