



Chhatrapati Shahu Ji Maharaj  
University, Kanpur

**Answer Script Details**  
**Barcode** 5526028

**Roll No.** 24154000563  
**Total Mark** 59/75.00

**Exam** MASTER OF COMMERCE\_ODD EXAM-DEC-24  
**Subject** C010701T - ORGANISATIONAL BEHAVIOUR

**Question wise Mark Summary**

**Q.No Mark Q.No Mark Q.No Mark Q.No Mark**

1A 4/5

1B 4/5

1C 4/5

1D 4/5

1E 4/5

1F 4/5

1G 4/5

1H 4/5

1I 4/5

2 NA/15

3 11/15

4 NA/15

5 NA/15

6 NA/15

7 NA/15

8 12/15

9 NA/15

# Chhatrapati Shahu Ji Maharaj University Kanpur, Uttar Pradesh

## PART-II

### MARKS OBTAINED

Q.	1	2	3	4	5	6	7	8	9	10	
(a)											
(b)											
(c)											
(d)											
(e)											
(f)											
(g)											
(h)											
(i)											
(j)											
Total											Max. Marks
Total Marks in Figures											
Total Marks in Words											



C 0 1 0 7 0 1 T

Paper Code

Signature of Evaluator

Date of Exam: 17/12/24 Shift: 8:30-10:00 Exam No.: 6

Paper Code: C010701T Subject: Organisational Behaviour I

Name of Candidate: UMRA IQBAL

Roll No: 24154000563

Signature of Candidate

Signature of Invigilator

CSE Facsimile

Course: M.COM

Session: 2024-25 Year: Semester I

Subject Name: Organisational Behaviour

Medium: English  Hindi

Paper Code

C 0 1 0 7 0 1 T

Exam Date

1 7 1 2 2 0 2 4

Name of Candidate

U M R A I Q B A L

Father's Name

S Y E D I Q B A L M A S O O D

College Code

K N O 1

A	A	<input checked="" type="radio"/>	0	0
E	B	<input type="radio"/>	1	1
F	D	<input type="radio"/>	2	2
H	J	<input type="radio"/>	3	3
<input checked="" type="radio"/>	K	<input type="radio"/>	4	4
L	L	<input type="radio"/>	5	5
R	M	<input type="radio"/>	6	6
S	<input checked="" type="radio"/>	<input type="radio"/>	7	7
U	T	<input type="radio"/>	8	8
U	9	<input type="radio"/>	9	9
W				

Exam Centre Code

K N O 1

A	A	<input checked="" type="radio"/>	0	0
E	B	<input type="radio"/>	1	1
F	D	<input type="radio"/>	2	2
H	J	<input type="radio"/>	3	3
<input checked="" type="radio"/>	K	<input type="radio"/>	4	4
L	L	<input type="radio"/>	5	5
R	M	<input type="radio"/>	6	6
S	<input checked="" type="radio"/>	<input type="radio"/>	7	7
U	T	<input type="radio"/>	8	8
U	9	<input type="radio"/>	9	9
W				

Type of Exam

Regular  
 Private  
 Ex. Student  
 Back Paper Exam

ANSWER BOOKLET NO.

5526028

C 0 1 0 7 0 1 T

Paper Code



Enrollment Number

C S J M A 2 4 0 0 0 1 2 7 8 9 8

Candidate's Roll Number

Paper Code



2 4 1 5 4 0 0 0 5 6 3

0	0	<input checked="" type="radio"/>	0	0
1	1	<input type="radio"/>	1	1
<input checked="" type="radio"/>	2	<input type="radio"/>	2	2
3	3	<input type="radio"/>	3	3
4	<input checked="" type="radio"/>	<input type="radio"/>	4	4
5	5	<input type="radio"/>	5	5
6	6	<input type="radio"/>	6	6
7	7	<input type="radio"/>	7	7
8	8	<input type="radio"/>	8	8
9	9	<input type="radio"/>	9	9

C 0 1 0 7 0 1 T

A	<input checked="" type="radio"/>	0	<input checked="" type="radio"/>	0	N
B	<input type="radio"/>	1	<input type="radio"/>	1	P
<input checked="" type="radio"/>	2	<input type="radio"/>	2	<input type="radio"/>	R
E	3	<input type="radio"/>	3	<input type="radio"/>	
F	4	<input type="radio"/>	4	<input type="radio"/>	
G	5	<input type="radio"/>	5	<input type="radio"/>	
Z	6	<input type="radio"/>	6	<input type="radio"/>	
^	7	<input type="radio"/>	7	<input checked="" type="radio"/>	
~	8	<input type="radio"/>	8	<input type="radio"/>	
9	9	<input type="radio"/>	9	<input type="radio"/>	

Signature of Candidate

Signature of Invigilator

C S Facsimile

CSE Facsimile

शे- 1. परीक्षार्थी को निर्दिष्ट नियम जानने हे नि: आचारण करने के पूर्व ध्यान पर अधिक सभी निर्देशों को सावधानी पूर्वक पढ़ें।  
 2. अधिक से धीरे जाने वाली परिधि/परिधी वाली तरफ से शुरू की जाये। 3. सोनें को काले या नीले चॉनपेन से भरा जाये।

### INSTRUCTION TO THE CANDIDATE FOR FILLING PART-I

1. Read the instructions carefully given on the answer script and admit card.
2. Write Date of Exam, Shift, Paper Code & Name of Subject Correctly.
3. Write Name & Roll No. Correctly.
4. Write Semester & Branch Correctly.

### INSTRUCTION TO THE CANDIDATE FOR FILLING PART-II

1. Use blue or black ball point pen for writing alphabets & numerals in boxes.
2. Carefully study the example before you start marking.
3. As shown in the example below, blacken the circles completely.



4. Make no Stray marks on this sheet.

### 5. DO NOT WRITE OR MARK ON THE BAR CODE.

### IN ORDER TO AVOD UFM ( UNFAIR MEANS ) :

1. The Roll No. and Answer Book no. found elsewhere or any other symbol found in the answer book will be treated as unfair means.
2. Any tampering of Bar Code and Booklet no shall be treated as Unfair Means.
3. Do Not bring the materials like slip of paper/mobile/digital diaries/ study material/ revision notes in examination hall. Possession of the mobiles/ digital diaries/electronic/digital/ watch and any other electronic gadget except memory less scientific calculator shall be considered as UFM case.
4. Do not keep or paste currency note in answer script it shall be consider as UFM.

### अनुचित साधन से बचने हेतु :

1. उत्तर पुस्तिका के निर्दिष्ट स्थान को छोड़कर अनुक्रमिक एवं परामुक्तिक का प्रयोग नहीं करें व किसी तरह कोई भी चिह्न न बनाएँ क्योंकि यह अनुचित साधन प्रयोग की शर्ति है।
2. उत्तर पुस्तिका के बायोमेट्रिक अथवा उत्तर पुस्तिका संख्या पर कोई छेद करने पर अनुचित साधन प्रयोग माना जाएगा।
3. परीक्षा कक्ष में निम्न वस्तुएँ साथ न लानें, जैसे लिफ्टेडियु, कागज के टुकड़े, मोबाइल, डिजिटल डायरी, डिजिटल क्विज, काली, प्लासक या सभी वस्तुएँ जो अनुचित साधन को बनाती हैं। बायोमेट्रिक उपकरण में ही चेहरे की लेन-सूटिंग/स्कैन को सफाई करने की अनुमति होगी।
4. उत्तर पुस्तिकाओं में सफाई न रखें व ही उत्तर पुस्तिका में लिखें। ऐसा करने पर अनुचित साधन प्रयोग की शर्ति है।

### राष्ट्रीय प्रविष्टि परीक्षा

1. प्रवेश पत्र एवं उत्तर पुस्तिका पर दिखे गये निर्देशों को ध्यान से पढ़ें।
2. कक्ष प्रवेश के दूसरे तालक कुल न लिखें।
3. उत्तर पुस्तिका के पृष्ठों पर दोबारा तालक लिखें।
4. प्रश्न पत्र पर अपने अनुक्रमिक को अतिरिक्त कुल न लिखें।
5. प्रश्न पत्र कोड एवं प्रश्न पत्र ID सावधानी पूर्वक लिखें।
6. अपनी स्थिति स्पष्ट लिखें।
7. उत्तर पुस्तिका के पृष्ठों की संख्या देखें। अगर उत्तर पुस्तिका में पृष्ठ ( 1-24) से कम है या फटे हुए हैं, तो पत्र शुरू होने के पूर्व दूसरी उत्तर पुस्तिका ले लें।
8. परामुक्तिक को देखें, यदि परामुक्तिक में विषय कोड, विषय का नाम तथा प्रश्न में कोई त्रुटि है तो उसके संबंध में होने के 20 मिनट के अन्दर उस निर्देशक को तालक सूचित करें, उसके बाद विषयविज्ञान परामुक्तिक को नही की जायेगी।
9. प्रश्नों के उत्तर लिखने के लिये खोलें का प्रयोग न करें।
10. ही काली या अतिरिक्त साधन नहीं दिना उपयोग।

### INSTRUCTION TO THE CANDIDATE

1. Read the instructions carefully given on the Question Paper, Admit Card & Answer Script.
2. Do not write anything on back side of the cover page.
3. Write on both sides of pages of answer book.
4. Do not write anything on question paper except Roll Number.
5. Write Paper Code & Question Paper Id carefully.
6. CHECK the number of pages ( 1-24) or any other kind of damage in your answer script, if found than change the answer script immediately before the commencement of examination.
7. CHECK the Question Paper for any kind of discrepancy e.g. Subject Code, Subject Name, and Question of the Question Paper during first THIRTY MINUTES of the commencement of the exam, so that it can be corrected in TIME. After that no. corrections shall be entertained by the university.
8. Do not use pencil for answering the question.
9. Write status correctly e.g. those appearing in carry over papers should fill in status as Carry Over. Those appearing as Ex- Students should fill in status as ex.
10. No supplementary answer book & graph paper will be provided.

### INSTRUCTION TO THE CANDIDATE FOR FILLING PART-IV

1. Use blue or black ball point pen for writing alphabets & numerals in boxes.
2. Use blue or black ball point pen for filling the circles.

	1	8	1	5	4	3	2	1	6	9
0	0	0	0	0	0	0	0	0	0	0
1	●	1	●	1	1	1	1	●	1	1
2	●	2	2	2	2	2	●	2	2	2
3	3	3	3	3	3	●	3	3	3	3
4	4	4	4	4	●	4	4	4	4	4
5	5	5	5	●	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	●	6
7	7	7	7	7	7	7	7	7	7	7
8	8	●	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	●

Note- If your Roll No. is of 10 digits. Please leave first three columns.

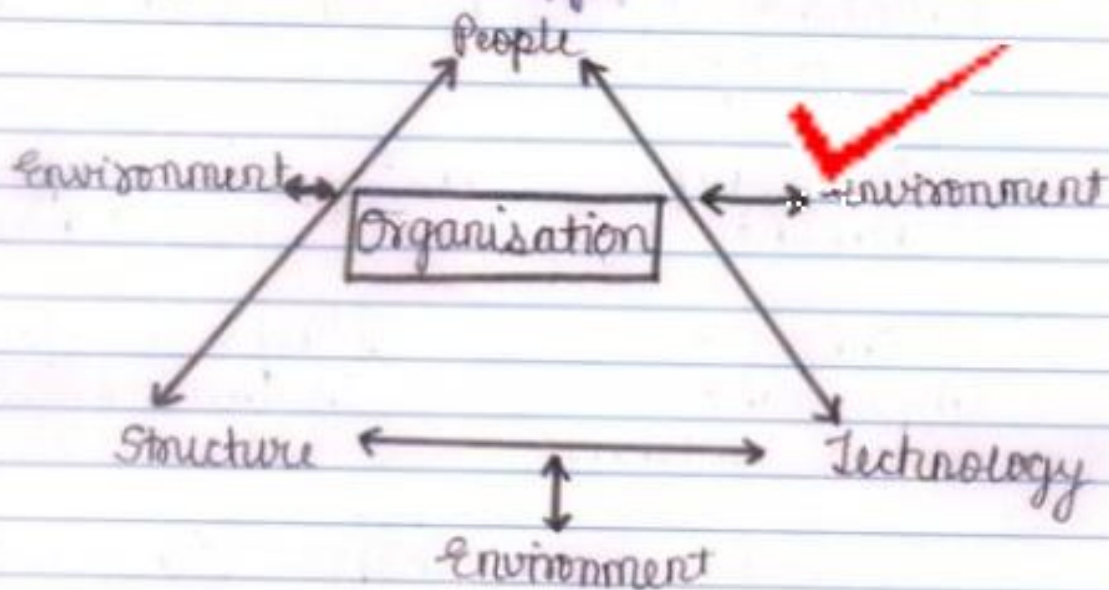


# SECTION - A

Answer - 1

(a)

Organisational Behaviour is the field / study of individual behaviours within an organisation. It is an interdisciplinary approach and it is a behaviour science consisting sociology, psychology, anthropology etc.



Key elements of organisation Behaviour includes -

- People
- Structure
- Technology
- Environment
- Organisation



--	--	--	--	--	--	--	--



Do Not Write anything in this Portion

- 1) Individual Behaviour — It includes how individual behave with in organisation. His motivation and learning.
- 2) Group dynamics — It includes group dynamics with in an organisation
- 3) Organisation Culture — It refer to individual, beliefs, norms with in an organisation
- 4) Organisational Behaviour — It includes Behaviour of <sup>individual in</sup> organisation with subordinate and colleagues.
- 5) Leadership — This is the important element of organisational Behaviour
- 6) Technology — It Plays a very important roles includes machine and method.
- 7) Structure — It Refers to relationship between people & organisation.
- 8) Environment — External & Internal Environment



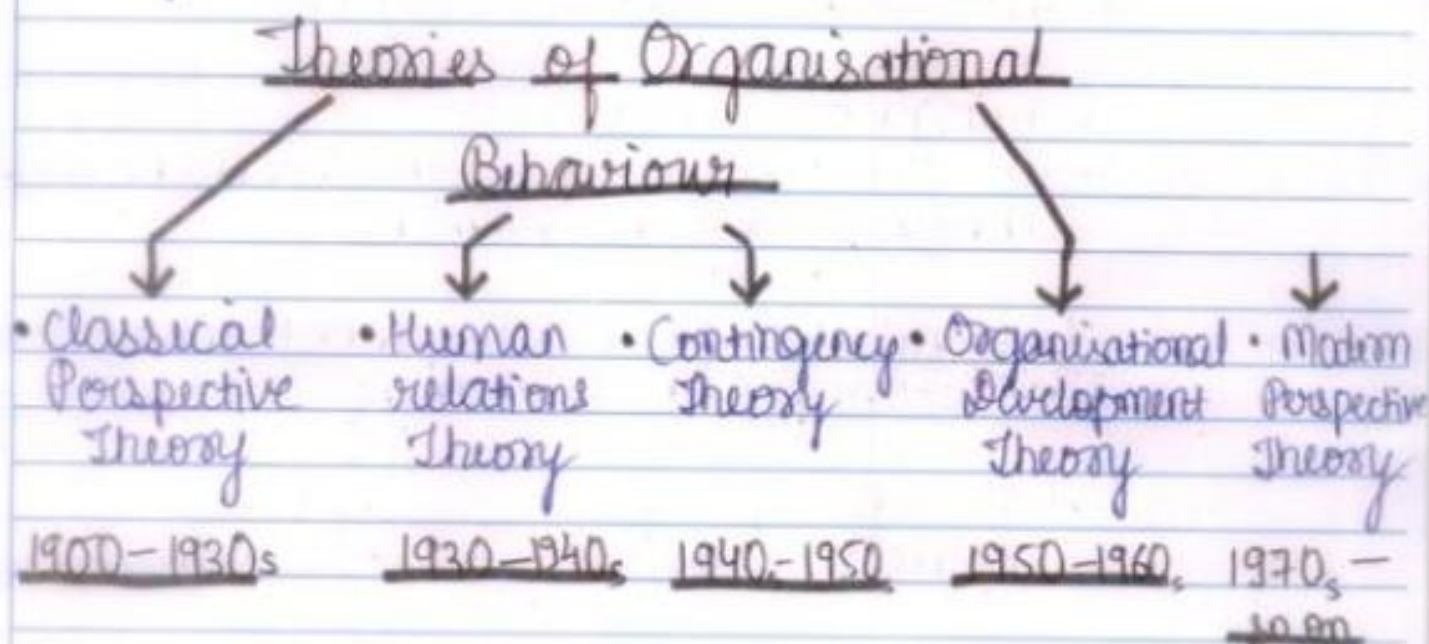
--	--	--	--	--	--	--	--



## Answer - (b)

Organisational Behaviour which is also known as behavioural science & organisational study, is the field of individual behaviour with in an organisation. Organisational Behaviour is a behavioural science consisting sociology, psychology, anthropology etc. Organisational Behaviour is not a discipline but a field of study.

Organisational Behaviour evolved over time. Charles Babbage, Adam Smith, Robert Owen plays a very very & important contribution in evolution of organisational Behaviour.





## 1) Classical Perspective Theory -

FW Taylor, Henry Fayol, Max Weber, Barnard  
Shaw, Chester Barnard etc played significant  
role in framing the theories

- Scientific Management by FW Taylor
- Administrative Theory by Henry Fayol
- Situational Theory by Max Weber  
(Bureaucracy is propounded by Max Weber)

## 2) Human Relation Theory -

Includes Behavioural Theory by Chester  
Barnard & others like Bernard Shaw

- Deals with human relations.

## 3) Contingency Theory -

- focus on external environment includes  
Technology & environment.

## 4) Organizational Development Theory -

- focus on planned change.

## 5) Modern perspective Theory -

- includes diversity & inclusion.



## Answer (c)

Globalisation refers to a increasing interconnectedness among countries, which includes, -

Industrial Terms improve industrial and organisational situations

Global Terms deals globally to expand the level and maintain global terms resulting increase in positive impact of organisational Behaviour. ✓  
while

Organisational Behaviour is a study of individual behaviour within an organisational. It is a inter-disciplinary concept which includes various disciplines like sociology, psychology, anthropology etc.

Organisational Behaviour is also known as Behavioural science and organisational study.

Organisational Behaviour is a type of Behavioural science improve, control & predict behaviour of an individual within an organisation.

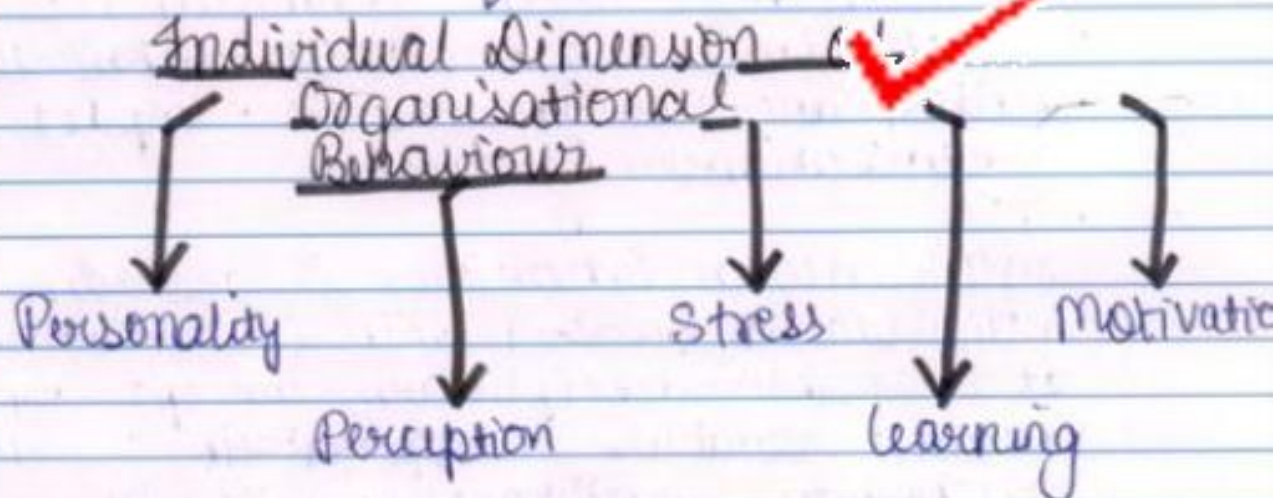
Globalization impacted Organisational Behaviour in a very positive way. with the help of the globalisation there is increasing interconnectedness among peoples. ✓

Globalization helps organisational behaviour to improve at global terms and improve relationships across the nations.



### Answer - (d)

Individual dimension of organisational behaviour refers to the set of traits & characteristics of an individual employee which affects their performance and overall functioning of the firm.

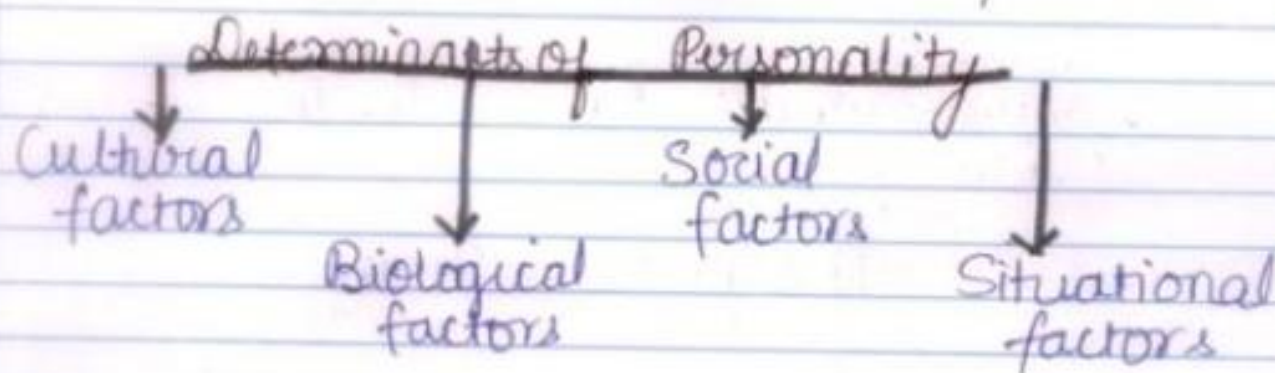


Personality refers to the one of the most important & crucial individual dimension of organisational behaviour.

Personality refers to a set of traits, characteristics & attitude of an individual which shows their level of thinking, feeling and acting.

Personality has a very great significant and influence in molding behaviour within an organisation.

The factors which includes are -



These are the factors which influence the individual behaviour.

Personality is that key factor which can also predict an individual's job performance & overall functioning.

Answer - (e)

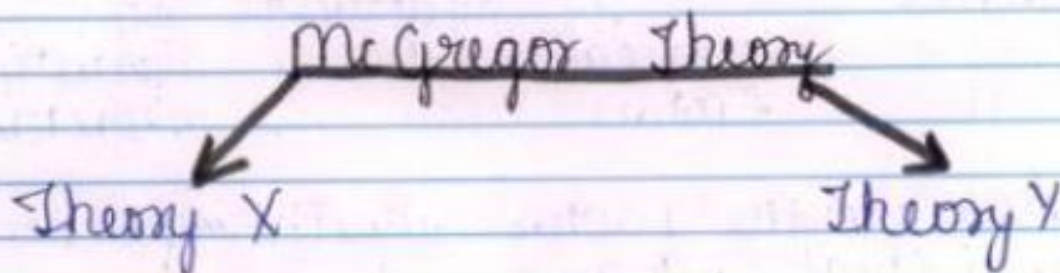
There are numerous Motivational Theories which include process theories like expectancy theory by Victor Vroom, equity theory by Adam Smith, Goal theory by Locke, Reinforcement theory by BF Skinner & associates.

Like this there is a motivational theory of McGregor's known as X & Y.

Theories of motivation play a very significant role which boosts the morale of an employee. Motivation refers to the external & internal



factors which drive individual towards their goal



### Theory X

- In this theory it is assumed that individual doesn't want to do work naturally so it puts pressure on employees to get the work done.
- This theory is mostly production centric.
- In this theory there is a fear on employees to complete the tasks.
- This theory believes to put stress & restrictions will result in motivation to complete work.

### Theory Y

- In this theory it is assumed that individual wants to do work.
- This theory is employee centric. In this theory, leader/manager give rewards to get motivated.





### Answer - (f)

Team refers to the aggregate of people when more than two or two people jointly work or perform any tasks they'll be considered as a team.

- Team plays a very significant role in coordination.
- Team work can increase the willingness of people to get the work done.
- Team helps to improve behaviour of an individual ✓
- Team considered as a combination of people
- Team work increases the efficiency in an organisation.

### Answer - (g)

Learning is one of the most important dimensions of an individual behaviour within an organisation.

Individual dimension of an organisational behaviour refers to the set of traits & characteristics of an individual employee which affects their performance and overall functioning of the team ✓

Learning refers to the process of acquiring

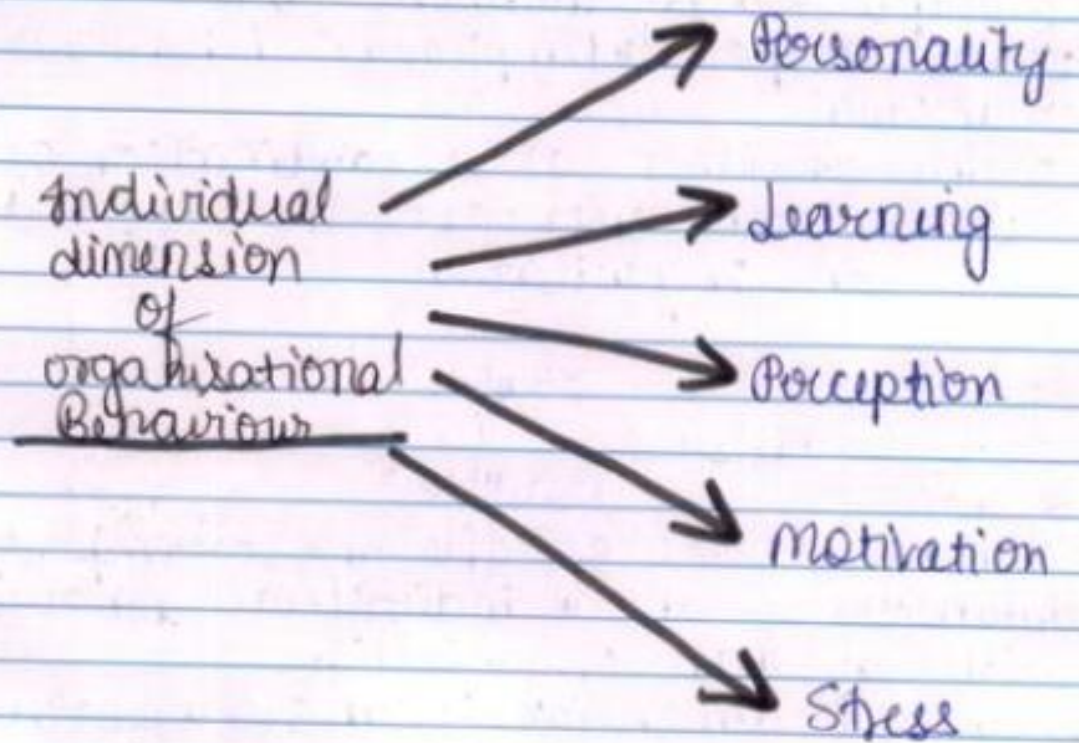


--	--	--	--	--	--	--	--	--	--



## Knowledge.

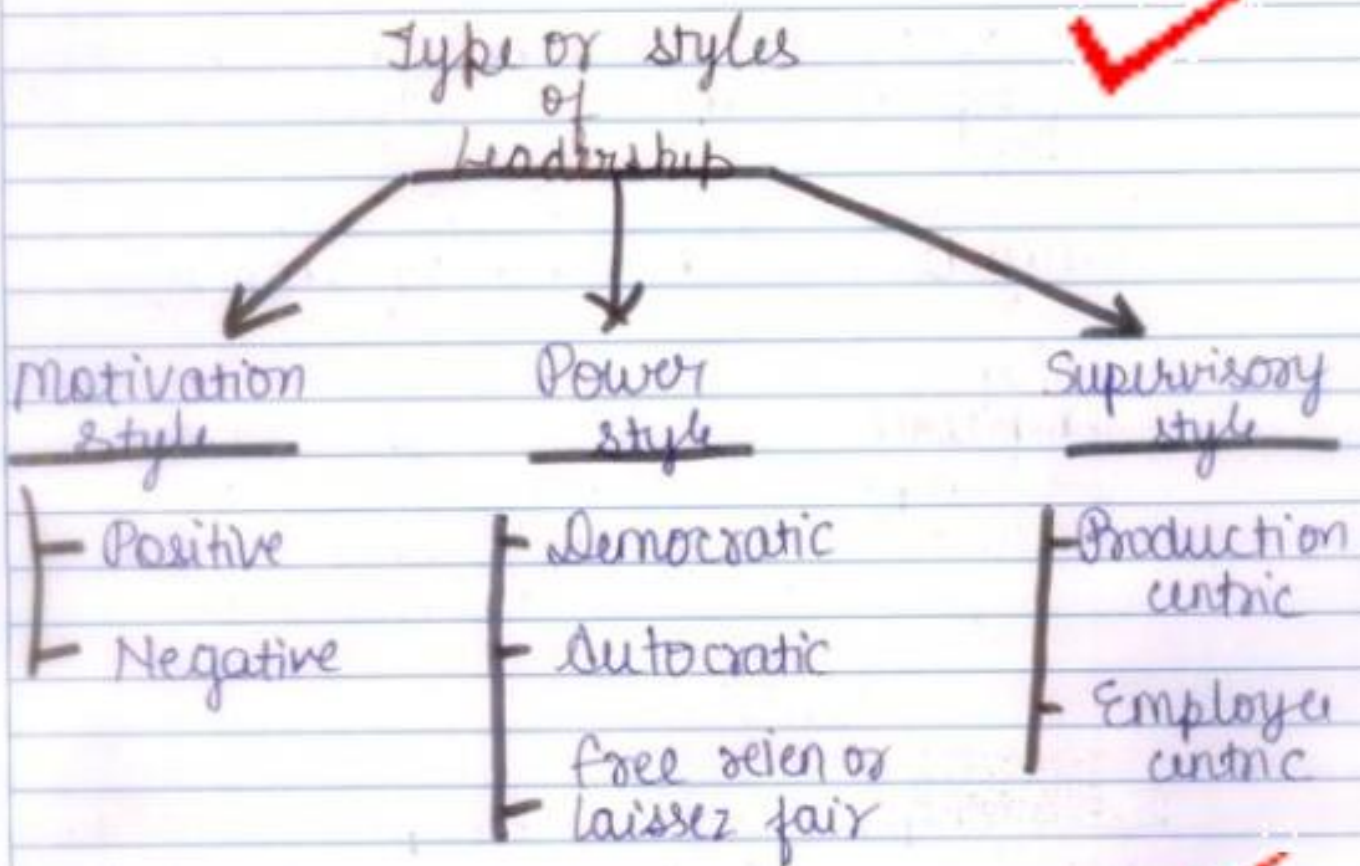
- learning is the continuous and never ending process.
- learning refers to the acquiring of new skill sets.
- learning can be done  anywhere or
- learning influences the individual behaviour





## Answer - (b)

Leadership refers to the process of guiding and influencing employees by an executive to get the things done for the common objective of growth of the organisation as well as individual.



1) Motivation style  
In this style there are two types of motivation —  
Positive motivation is a motivation by intrinsic and



extrinsic things, promotions and various perquisites.

Negative Motivation is a motivation by fear, stress etc.

## 2) Power style -

Democratic - There is decentralisation of power in this style.

Autocratic - There is centralisation of power in this style. ✓

Free rein or laissez faire - Powers & rights are the hand of employee.

## 3) Supervisory style -

Employee oriented - This style is employee centric.

Production oriented - This style is production oriented.

## Answer - (i)

Leadership refers to the process of guiding subordinates by the executives leadership the dynamic process. Leaders put a great impact on subordinates.

There are also three style of leadership. -



--	--	--	--	--	--	--	--



### i) Motivation style

- Positive
- Negative


### or ii) Power style

- Democratic
- Autocratic
- Laissez faire

### iii) Supervisory style

- Production oriented
- Employee oriented

There are various theories of leadership as well includes -

- Traitist theory
  - Behavioural theory
  - followers theory
  - Contingency model of leadership
- 

Contingency model of leadership which is propounded by Fiedler.

In this models it follows contingency theory. Leadership style will be like contingency theory. Like in contingency theory, we focus on external things like environment & Technology.

Contingency model was in 1930-1940s. Same like contingency model in Fiedler's



--	--	--	--	--	--	--	--



contingency model leader has to take care of the external environment in which he is guiding his subordinates to get the thing done.

## SECTION-B

### Answer-3

Motivation refers to the external & internal forces which drives an individual towards their goal.

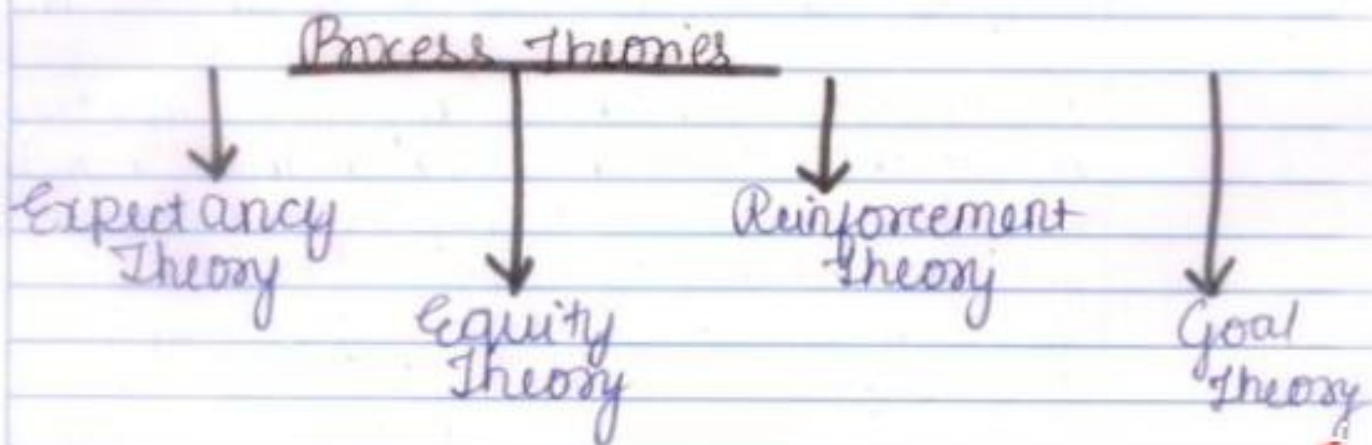
Theories of motivation plays as a very significant role which boosts moral of an employee.

Motivation refers to the guiding force which push an individual towards their goals & desires.

Motivation refers to encourage an employee or person to get things done.

Motivational theories are very important to enhance employee motivation in organisation.

The Process theories of motivation includes —



1) Expectancy Theory - This theory is propounded by Victor Vroom. In this theory people are motivated by <sup>their</sup> expectations that they will receive rewards & benefits for the work or task done by them.

This theory enhances employee motivation to get things done by an employee. They will expect high and then they will perform high to fulfill their expectations.

2) Equity Theory - This theory is given by Stacy Adams. In this theory people tend to compare their behaviour with those of others and can get to know that they are getting justified amount or encouragement. So they ~~the~~ will



adjust their efforts according to them.

This theory enhance employee motivation in organisation by enhancing healthy competition among employees to get the things done. They will also be motivated and put efforts and inputs accordingly.

3) Reinforcement Theory - <sup>it's</sup> theory is given by BE SKINNER & his associates.

In this theory people tend to reinforce that behaviour which will be encouraged & appreciated.

There are two types of Reinforcement -

- Positive reinforcement
- Negative reinforcement.

This theory enhance employee motivation by reinforcing the work to get them motivated.

4) Goal Theory - This theory is give by Locke. This theory states that people tend to be <sup>motivated</sup> if they have certain goals to perform.

This theory enhance motivation by giving proper goals to employees in an organisation.



--	--	--	--	--	--	--	--



# SECTION-C

answer-8

Conflict refers to the situation when two peoples or more than two peoples are standing in opposition which leads toward disagreements and riot.

Nature of Conflict :-

- Conflict arises between two or more people.
- Clashes of ~~opinion~~ opinion is the major cause of conflict.
- leads toward disagreement.

Sources of Conflict :-

The major source of conflict is clashing of thoughts and opinions ~~which~~ which leads toward disagreement.

When two people are in same and not getting things in proper manner, clashes of opinions will be those which becomes the major source of conflicts.

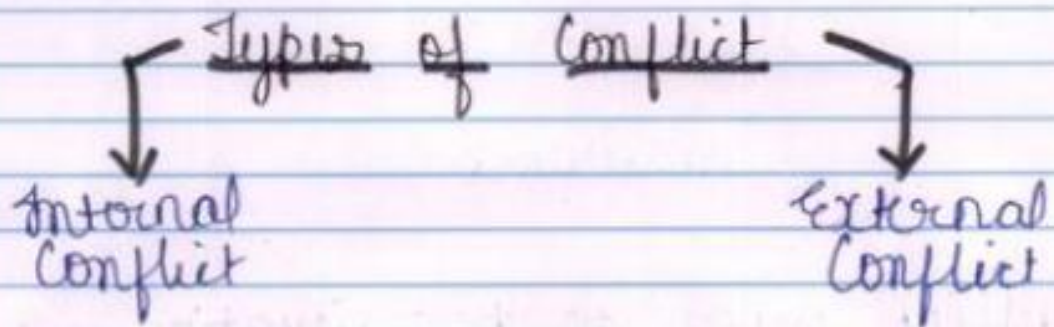
Conflict arises internally as well as externally.



\_\_\_\_\_



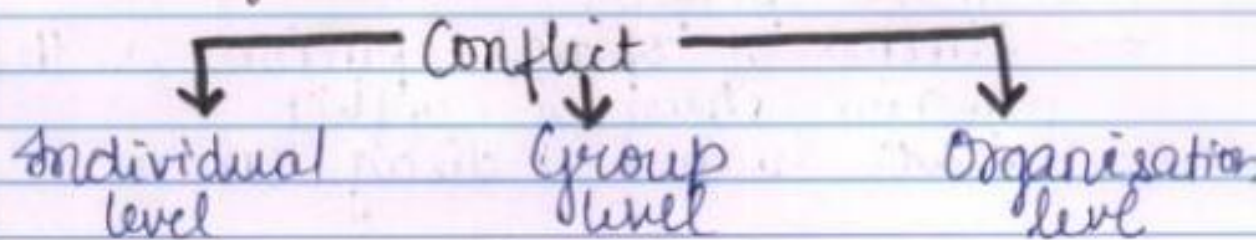
Do Not Write anything in this Portion



- Internal Conflict — The conflict which arises within.

- External Conflict — The conflict which arises outside.

It is further divided like ✓



— Interpersonal Conflict

— Intra personal conflict

— Inter group Conflict

— Intra Group Conflict

— Inter Organisation Conflict

— Intra Organisation Conflict ✓

1) Individual level —

- Interpersonal Conflict arises within oneself



- Intra-personal crises between others

## 2) Inter group & Intra group level -

Inter group conflict can be effectively managed by

- Proper communication
- Discussion
- Cooperation
- Leadership

Intra group crises with the group.

## 3) Organisational level -

Inter and Intra Organisational level conflict crises.

Intra Group conflict can be solved by proper ways like ✓

- Coordination
- Team management
- Discussions
- Willing to Resolve
- Determination
- Patience
- Cooperation
- Leadership



Paper Code

--	--	--	--	--	--	--	--



20

Do Not Write anything in this Portion





Paper Code

--	--	--	--	--	--	--	--	--	--



21

X



Paper Code

--	--	--	--	--	--	--	--



22

Do Not Write anything in this Portion

X



Paper Code

--	--	--	--	--	--	--	--	--	--



23

X



Paper Code

--	--	--	--	--	--	--	--	--	--



24

Do Not Write anything in this Portion

X