



SNS COLLEGE OF TECHNOLOGY



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COIMBATORE-641 035, TAMIL NADU

QUESTION BANK with MODEL ANSWERS

23BAT602 – MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

UNIT III: INDIVIDUAL BEHAVIOR

Short Answer Questions (2 Marks Each)

1. **Define personality.**

Personality refers to the combination of characteristics, behaviors, and traits that define an individual's unique way of thinking, feeling, and interacting with others. *(Remembering)*

2. **List any two factors that influence personality.**

- Heredity (genetic factors)
- Environment (social and cultural influences) *(Remembering)*

3. **State the meaning of the term "type A personality."**

Type A personality is characterized by competitiveness, high ambition, impatience, and a sense of urgency. *(Remembering)*

4. **Identify two key theories of personality.**

- Trait theory
- Psychoanalytic theory *(Remembering)*

5. **Explain the concept of learning.**

Learning is the process through which individuals acquire knowledge, skills, attitudes, or behaviors through experience, observation, or training. *(Understanding)*

6. **Describe the significance of attitudes in individual behavior.**

Attitudes influence how individuals react to situations, make decisions, and interact with others, thereby impacting workplace productivity and relationships. *(Understanding)*

7. **Summarize the characteristics of attitudes.**

- Attitudes are evaluative (positive or negative).
- They are influenced by beliefs, emotions, and past experiences. *(Understanding)*

8. **Differentiate between operant conditioning and classical conditioning.**

- Operant Conditioning: Learning occurs through rewards or punishments.
- Classical Conditioning: Learning occurs through association between stimuli. *(Understanding)*

9. **Illustrate the learning process with an example.**

Example: A new employee learns to use a software application through repeated practice and guidance from a mentor. *(Applying)*

10. **Use an example to demonstrate how attitudes are formed.**

Example: A positive attitude towards teamwork develops when an individual experiences success and recognition in a collaborative project. *(Applying)*

11. **Compare the three components of attitude.**

- Cognitive: Beliefs or knowledge (e.g., "Hard work leads to success").
- Affective: Feelings (e.g., enjoying teamwork).
- Behavioral: Actions (e.g., working collaboratively). *(Analyzing)*

12. **Categorize the different types of learners.**

- Visual learners
- Auditory learners
- Kinesthetic learners *(Analyzing)*

13. **Justify the importance of perception in the workplace.**

Perception shapes how employees interpret situations and make decisions, affecting teamwork, productivity, and communication. *(Evaluating)*

14. **Assess the role of values in influencing attitudes.**

Values act as guiding principles, shaping how individuals evaluate situations and form attitudes towards work, colleagues, and goals. *(Evaluating)*

15. **Construct a simple example to explain interpersonal perception.**

Example: A manager perceives an employee's frequent questions as eagerness to learn, while a peer sees it as a lack of confidence. *(Creating)*

16. **Design a scenario that shows how perception can be influenced by external factors.**

Scenario: A candidate who dresses professionally and arrives early for an interview is perceived as reliable and competent. *(Creating)*

17. **Recall any two factors influencing perception.**

- Past experiences
- Cultural background *(Remembering)*

18. **Explain the concept of interpersonal perception.**

Interpersonal perception refers to how individuals view and interpret the behaviors and intentions of others in social interactions. *(Understanding)*

19. **Demonstrate the importance of feedback in shaping perception.**

Feedback clarifies misunderstandings and aligns perceptions with reality, enhancing communication and collaboration. *(Applying)*

20. **Examine the relationship between personality traits and individual performance.**

Example: Conscientious employees are often more organized and productive, directly impacting their performance. *(Analyzing)*

Part B – Long Answer Questions (16 Marks Each)

1. **List and explain the factors that influence personality.** *(Remembering)*

Personality is shaped by several factors that combine to form an individual's unique characteristics. These include:

- **Heredity:**

Traits inherited genetically from parents, such as temperament, intelligence, and physical features, influence personality. For example, a naturally outgoing child may grow up to be an extroverted adult.

- **Environment:**

Social and cultural settings, including the influence of family, peers, education, and society, play a significant role. A nurturing family environment may encourage confidence and positivity.

- **Situations:**

Personality can vary based on the situation or context. For instance, a person may be assertive at work but reserved in social gatherings.

- **Family Background:**

Early interactions, parenting styles, and socio-economic status influence values and attitudes, shaping long-term personality traits.

- **Cultural Influences:**

Values, norms, and traditions within a culture impact behavior. For example, collectivist cultures emphasize teamwork, while individualistic cultures prioritize independence.

2. **Describe the major theories of personality and their relevance in an organizational context.** *(Understanding)*

Theories of personality provide frameworks to understand how individual traits influence workplace behavior. Major theories include:

- **Trait Theory:**

- Proposes that personality comprises stable traits like extraversion, agreeableness, and conscientiousness.

- **Relevance:** Organizations can use personality assessments like the Big Five Model to recruit employees whose traits align with job requirements.

- **Psychoanalytic Theory:**

- Founded by Freud, it emphasizes unconscious motives and childhood experiences in shaping personality.

- **Relevance:** It explains workplace behaviors such as conflicts arising from unresolved psychological issues.

- **Humanistic Theory:**

- Focuses on self-actualization and individual growth.
- **Relevance:** Managers can motivate employees by creating environments that fulfill their potential (e.g., Maslow's hierarchy of needs).
- **Social Learning Theory:**
- Highlights the role of observation and modeling in behavior formation.
- **Relevance:** Employees can adopt positive behaviors by observing role models within the organization.

3. **Analyze the role of values in shaping an individual's attitudes and behavior.** *(Analyzing)*

Values serve as guiding principles that dictate how individuals evaluate situations and make decisions. They influence attitudes and behaviors in the following ways:

- **Decision-Making:**
Core values like honesty and integrity guide ethical decisions, ensuring consistency in behavior. For example, an employee with strong professional ethics will avoid shortcuts that compromise quality.
- **Workplace Relationships:**
Values such as respect and empathy foster positive relationships among employees, enhancing collaboration.
- **Attitude Formation:**
Values shape the way individuals perceive their roles and the organization. A person who values innovation may demonstrate a positive attitude towards change.
- **Behavior in Conflict:**
During disagreements, values like tolerance and compromise can lead to constructive resolutions.

Example: A team with shared values like commitment and transparency works harmoniously and achieves goals efficiently.

4. **Critically evaluate the factors influencing perception and their impact on decision-making.** *(Evaluating)*

Perception is the process by which individuals interpret sensory information to form a coherent view of their surroundings. Key factors influencing perception include:

- **Personal Factors:**

- **Experience:** Past experiences influence how situations are perceived. For instance, a manager who previously faced insubordination may misinterpret assertiveness as defiance.
- **Motivation:** Needs and desires affect attention and interpretation. A highly motivated employee may perceive challenges as opportunities.
- **Environmental Factors:**
- **Context:** The situation in which information is received affects perception. For example, a stressed employee might misinterpret constructive feedback as criticism.
- **Culture:** Cultural background shapes perceptions of acceptable behavior.
- **Psychological Biases:**
- **Halo Effect:** Overgeneralizing based on one positive trait.
- **Stereotyping:** Preconceived notions about groups can distort fairness in decision-making.

Impact on Decision-Making:

- **Positive Impact:** Accurate perceptions lead to well-informed decisions, effective delegation, and conflict resolution.
- **Negative Impact:** Misinterpretations can result in biased decisions, reduced morale, and misaligned strategies.

Example: A manager who perceives enthusiasm as competence may assign critical tasks to an underprepared employee, leading to poor outcomes.

5. Explain the components of attitude and their significance in influencing workplace behavior. *(Understanding)*

An attitude comprises three components that collectively shape behavior:

- **Cognitive Component:**
Refers to beliefs or knowledge about an object or situation. For example, an employee may believe that "teamwork improves productivity."
- **Affective Component:**
Involves emotional reactions or feelings towards an object or situation. For example, enjoying collaborative work.
- **Behavioral Component:**
Reflects the actions taken based on beliefs and feelings. For example, actively participating in team projects.

Significance in Workplace Behavior:

- **Job Satisfaction:** Positive attitudes towards work lead to higher job satisfaction and performance.
- **Team Dynamics:** Shared attitudes promote cohesion and reduce conflicts.

- **Change Management:** Employees with positive attitudes towards learning adapt better to organizational changes.
- **Customer Interaction:** Attitudes affect how employees engage with customers, impacting service quality.

6. Develop a case study that demonstrates the interaction between personality, perception, and attitudes in the workplace. *(Creating)*

Case Study:

- **Scenario:**
Rahul, a sales manager, is extroverted and thrives in client-facing roles. His manager, Priya, perceives him as a natural leader due to his outgoing personality. However, some team members see him as overbearing, which creates tension.
- **Analysis:**
- **Personality:** Rahul's extroversion enables effective communication but sometimes overshadows quieter colleagues.
- **Perception:** Priya's positive perception of Rahul leads her to assign leadership roles, while team members view him as dominating.
- **Attitudes:** Rahul's positive attitude towards teamwork encourages collaboration, but team dynamics suffer due to differing perceptions.
- **Resolution:** Priya organizes team-building exercises to align perceptions and foster mutual understanding.

Conclusion: This case illustrates how personality, perception, and attitudes interact to shape workplace dynamics.

7. Design a framework to improve interpersonal perception in a multicultural workplace. *(Creating)*

Framework to Enhance Interpersonal Perception:

1. **Awareness Training:**
 - **Objective:** Develop employees' understanding of cultural differences and biases.
 - **Implementation:** Conduct workshops on cross-cultural communication and implicit bias.
2. **Open Communication Channels:**
 - **Objective:** Foster clarity and reduce misunderstandings.
 - **Implementation:** Use platforms like team meetings, feedback systems, and anonymous suggestion boxes to facilitate dialogue.
3. **Feedback Mechanisms:**
 - **Objective:** Provide constructive input to align perceptions with reality.
 - **Implementation:** Encourage regular one-on-one discussions where employees can clarify intentions and seek guidance.

4. **Diversity and Inclusion Policies:**

- **Objective:** Create an equitable environment where diverse perspectives are valued.
- **Implementation:** Establish mentorship programs pairing employees from different cultural backgrounds.

5. **Empathy Building Exercises:**

- **Objective:** Encourage employees to see situations from others' perspectives.
- **Implementation:** Role-playing activities to understand cultural viewpoints and interpersonal challenges.

6. **Cultural Sensitivity Training:**

- **Objective:** Reduce stereotyping and foster respect for diversity.
- **Implementation:** Regular training sessions focusing on global cultural norms and behaviors.

Example:

A U.S.-based multinational organizes monthly sessions where employees share insights about their cultural norms. This practice reduces biases and enhances interpersonal understanding.

8. Examine the learning process and its application in employee training programs. (*Analyzing*)

The Learning Process:

1. **Observation:**

- Employees watch experienced mentors or engage with training materials like videos or demonstrations.

2. **Retention:**

- Retaining information involves memorization and understanding concepts to apply them later.

3. **Reinforcement:**

- Positive reinforcement like rewards or recognition encourages continued application of learned behavior.

4. **Repetition and Practice:**

- Repeatedly applying knowledge solidifies understanding. For example, practicing a new software skill until proficient.

5. **Application:**

- Employees use learned skills in real-world situations, such as applying negotiation techniques during client interactions.

Application in Training Programs:

- **Simulation Training:**
New hires in customer service roles practice handling mock scenarios to build confidence and competence.
- **E-Learning Modules:**
Employees use interactive courses to learn at their pace, ensuring retention and comprehension.
- **On-the-Job Training:**
Direct application of learned skills under a supervisor's guidance. For instance, a manufacturing trainee operating machinery after observing a senior operator.
- **Mentorship Programs:**
Employees learn soft skills like leadership by observing and receiving feedback from experienced mentors.

Benefits:

- Enhances employee confidence and productivity.
- Fosters adaptability to organizational changes.

9. Explain the components of attitude and their significance in influencing workplace behavior. *(Understanding)*

Components of Attitude:

1. **Cognitive Component:**
 - Represents beliefs or knowledge about an object or situation.
 - **Example:** Believing that teamwork improves efficiency.
2. **Affective Component:**
 - Refers to emotions or feelings towards an object or situation.
 - **Example:** Feeling enthusiastic about participating in team projects.
3. **Behavioral Component:**
 - Reflects actions or intentions based on beliefs and feelings.
 - **Example:** Volunteering to lead a team task.

Significance in Workplace Behavior:

- **Team Collaboration:**
Positive attitudes foster cooperation and trust among team members.
- **Job Satisfaction and Motivation:**
Employees with positive attitudes toward their roles are more engaged and motivated to achieve goals.
- **Adaptability to Change:**
Employees with a favorable attitude toward learning embrace new challenges and technologies.
- **Conflict Resolution:**
Attitudes of tolerance and understanding reduce workplace conflicts and encourage productive dialogue.

Example:

An employee with a positive attitude towards leadership training enthusiastically participates, improving their performance and morale.

10. Develop a case study that demonstrates the interaction between personality, perception, and attitudes in the workplace. *(Creating)*

Case Study:

Scenario:

Anita, a project manager, has an introverted personality, preferring structured, independent work. Her colleague, Raj, is extroverted and thrives in group discussions. Anita perceives Raj's talkative nature as overconfidence, while Raj views Anita's quiet demeanor as a lack of interest. This misalignment affects team collaboration.

Analysis:

1. **Personality:**
 - Anita's introverted nature makes her methodical and detail-oriented, but she struggles with spontaneous interactions.
 - Raj's extroversion helps him generate ideas but sometimes leads to distractions.
2. **Perception:**
 - Anita's perception of Raj as overconfident prevents her from valuing his input.
 - Raj's perception of Anita as disinterested limits his engagement with her.
3. **Attitudes:**

- Anita's cautious attitude towards teamwork stems from her preference for independent work.
- Raj's optimistic attitude makes him open to brainstorming sessions, but he finds structured tasks less appealing.

Resolution:

The manager arranges a team-building workshop to address misunderstandings. Through open communication and personality assessments, Anita and Raj recognize their complementary strengths. Anita appreciates Raj's creativity, while Raj values Anita's analytical skills.

Outcome:

The team dynamics improve as Anita and Raj leverage their differences to achieve project goals.

Conclusion:

This case study illustrates the importance of aligning personality, perception, and attitudes to enhance workplace collaboration and productivity.