

Total number of printed pages-7

14 (COM-2) 2026

2024

COMMERCE

Paper : COM-2026

(Organisational Behaviour)

Full Marks : 80

Time : Three hours

***The figures in the margin indicate
full marks for the questions.***

1. Choose the correct option : 1×5=5
- (i) What does 'emotional intelligence' primarily involve ?
- (A) The ability to ignore personal emotions in professional settings
 - (B) The skill of managing and recognizing one's own emotions and those of others
 - (C) Technical skills related to job tasks
 - (D) The ability to perform under pressure without any emotions

Contd.

(ii) What does 'motivation by empowerment' involve ?

(A) Providing higher financial incentives

(B) Allowing employees more control and decision-making power

(C) Increasing surveillance and supervision

(D) Reducing the number of tasks assigned to each employee

(iii) Which theory of learning is primarily concerned with how behaviour changes as a result of rewards, punishments, and observation ?

(A) Cognitive Learning Theory

(B) Operant Conditioning

(C) Social Learning Theory

(D) Classical Conditioning

(iv) What is a primary goal of 'managing culturally diverse groups' ?

(A) To minimize the influence of different cultural backgrounds

(B) To create uniformity in thought and action

(C) To harness the potential of diverse perspectives to enhance group effectiveness

(D) To focus only on the legal implications of diversity

(v) In the stages of group development, which stage is characterized by conflict and competition among group members ?

(A) Forming

(B) Storming

(C) Norming

(D) Performing

2. Answer the following : *(any five)* 5×5=25

- (i) Discuss how the Big Five personality factors can influence workplace behaviour and interpersonal relations.
- (ii) Explain the concept of 'Attribution in Organizations' and discuss the common errors that might occur during the attribution process.
- (iii) Outline the Hofstede's Cultural Dimensions theory and explain its relevance in international business.
- (iv) Analyze the MBTI framework and discuss its utility in personal development and team dynamics.
- (v) What are the primary strategies for managing organizational conflict ?
- (vi) Discuss the implications of the Path-Goal Theory of Leadership in setting organizational goals.

(vii) Explain the concept of 'Group Cohesiveness' and its importance in enhancing team effectiveness.

3. Answer the following : *(any five)* $10 \times 5 = 50$

(i) How does the Ohio State leadership theory distinguish between two dimensions of leader behaviour, namely consideration and initiating structure, and what implications does this distinction have for understanding effective leadership styles in various organizational contexts ? $5+5=10$

(ii) How does the goal-setting theory explain the impact of specific and challenging goals on employee performance ? Give example of how organizations can apply this theory to motivate their employees effectively. $7+3=10$

(iii) How does organizational culture influence employee behaviour and performance within a company.

- (iv) Discuss French and Raven's bases of power and how they manifest in organizational settings. Provide examples of how each base of power can be used by leaders to influence employee behaviour and organizational outcomes. $6+4=10$
- (v) Explain the concept of 'Perceptual Errors' in the context of organizational behaviour. Provide examples of common perceptual errors that individuals may encounter in the workplace, and discuss their potential impact on employee interactions and organizational outcomes. $3+2+5=10$
- (vi) Discuss the significance of reinforcement in shaping employee behaviour and organizational culture. Provide examples of how positive reinforcement, negative reinforcement, and punishment can be used effectively to promote desired behaviour and achieve organizational objectives. $6+4=10$

- (vii) Identify emerging issues in organizational behaviour that are shaping the contemporary workplace landscape. Provide a brief overview of each issue and discuss its potential impact on organizational dynamics, employee behaviour, and managerial practices.
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