

Roll No. : _____

Total Printed Pages : **2**

MBA - 102

MBA I YEAR (MAIN/BACK) EXAM., DEC - JAN - 2017

ORGANIZATION BEHAVIOUR

Time : 3 Hours]

[Max.Marks : 70

Instructions :

The question paper is in two Section-A & B. Section-A consists of 10 short answer type questions, of 5 marks each (word limit 100 words). Attempt any **SIX** questions. Section-B consists of 7 descriptive type question. Each question is of 10 marks (word limit 300 words). Students are required to attempt any **FOUR** questions. Use graphs and diagrams to explain your answer if necessary.

SECTION - A

Q.1 Answer the following questions. (answer limit 80 to 100 words) 6×5 =30

- i. What do you mean by organisation structure?
- ii. Distinguish between 'Authority' and 'Power.'
- iii. Discuss the four main steps in the control process.
- iv. 'Leaders are born, not made.'
- v. What do you understand by organisational culture.
- vi. Discuss various reasons for individual resistance to change.
- vii. Describe relationship between motivation and behaviour.
- viii. Describe relationship between motivation and behaviour.
- ix. What is group cohesiveness?
- x. "Planning and control are interrelated "Comment."

SECTION - B

Attempt Any Four questions (word limit 300)

10×4
=40

- Q.2 Define Management and discuss the important principles of management. 10
- Q.3 Define the term planning. Discuss the objects and importance of it in business administration. 10
- Q.4 What is motivation? Explain clearly the Maslow's theory of motivation. 10
- Q.5 How can stress be managed by an individual and organization? 10
- Q.6 Explain in detail group decision making along with its advantages and disadvantages. 10
- Q.7 "Since behaviour is generally predictable there is no need to formally study organisation behaviour. Do you agree with this statement? 10
- Q.8 Write notes on:-
- (i) Interpersonal and intrapersonal conflicts. 5
 - (ii) Personality formation. 5

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M. B. A. I Sem. (Main/Back) Exam., Jan. 2016
M-102 A Organization Behaviour

Time: 3 Hours

Maximum Marks: 70
Min. Passing Marks: 28

Instructions to Candidates:

- (i) The question paper is divided in two sections.
- (ii) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study / application based question which is compulsory.
- (iii) All questions carry equal marks.

1. NIL _____

2. NIL _____

SECTION-A

- Q.1 (a) Differentiate between various models of organizational behaviour. [7]
- (b) "Diversity is one of the major issues in an organization," Comment [7]
- Q.2 (a) Discuss the determinants of perception. [7]
- (b) "An individual's attitude is formed with the experiences gained." Comment [7]
- Q.3 (a) Explain the four major dimensions of Myer-Briggs type indicator. Discuss psychoanalytical theory of Freud in brief. [7]

(b) What do you mean by power? Discuss in brief the sources of power in an organization. [7]

Q.4 Write short notes on – (any 4) [14]

- (a) Classical conditioning theory of learning.
- (b) Attribution theory.
- (c) Determinants of organizational culture.
- (d) Vroom's expectancy theory.
- (e) Causes and consequences of stress.

Q.5 (a) Explain in detail Lewin's change model. [7]

(b) "Transactional analysis helps to study interpersonal dynamics." Explain the statement in light of different transactional communication that takes place in an organization. [7]

Q.6 (a) Discuss the different content theories of motivation in brief. [7]

(b) What do you mean by formal and informal groups? Discuss the stages of group development. [2+5=7]

SECTION-B

Q.7 In a company ABC, Anu and Sonu are members of team. The team is involved in training employees of different departments of the company. Anu wishes to start the training sessions from marketing department whereas Sonu wants to start from production department. The conflict has emerged between two on this issue.

If you were HR Manager of the company what strategies would you have adopted to settle the conflict? [14]

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M.B.A I Semester(Main & Back) Examination - 2015
M-102 A Organization Behaviour

Time : 3 Hours

34.5 + 20 = 66.5

Maximum Marks : 70

Min. Passing Marks : 28

Instructions to Candidates:

- i) The question paper is divided in two sections.
- ii) There are sections A & B. Section - A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B Contains short case study/application base 1 question which is compulsory.
- iii) All question are carrying equal marks.

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Section-A (Attempt any four)

1. a) Discuss the emerging issues in OB in the light of globalization (3) (5 marks)
b) Write short notes on (2) (3 marks)
 - i) Perception and attribution (2) (3 marks)
 - ii) Dysfunctional groups (3 marks)
 - iii) Group cohesiveness (2) (3 marks)
2. a) The type of job an employee does moderates the relationship between personality and job productivity. Do you agree or disagree with the statement? Discuss (5) (8)
b) Write short notes on (2) (3)
 - i) Organization citizenship behaviour (5) (3)
 - ii) Attitude measurement (2) (3)
3. a) What is the difference between an intrinsic and an extrinsic motive. Can both operate at the same time, if so how? (5) (8)
b) Write short notes on (2) (3)
 - i) Informal vs formal groups (2) (3)
 - ii) Authority and influence (2) (3)

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4. a) Diversity can be a powerful tool for building competitive advantage. Explain describe various methods or devices to manage diversity in an organization (5)
- b) Write notes on (3)
- i) Alderfer's ERG theory (3)
 - ii) Team and group (3)
 - iii) Causes of conflict in an organization (3)
5. You are a sales representative of an international software company. After four excellent years, sales in your territory are off by 30 percent this year. Describe three defensive responses you might use to reduce the potential negative consequences of this decline in sales. (14)
6. a) How is the culture transmitted to employees (4)
- b) What are the functional and dysfunctional effects of organizational culture (4)
- c) What are the four major approaches to managing organizational change (6)

Section - B

7. **Real case: At UPS Managers Learn to empathize with their employees (14)**

At United Parcel service Inc., rules are religion. Without them, UPS could never move millions of packages to their destinations on time each day. But two years ago, Mark J. Colvard, a UPS manager in San Ramon, Calif, had to decide whether to buck the system. A driver needed time off to help an ailing family member, but under company rules he wasn't eligible. If Colvard went by the book, the driver would probably take the day anyway and be fired. If Colvard gave him the time off, he would catch flak from his other drivers. Colvard wound up giving the driver two weeks, took some heat - and kept a valuable employee.

Six months earlier, Colvard admits, he would have done the other way. What changed his approach? A month he spent living among migrant farmers in McAllen, Tex., as part of an unusual UPS management training experience called the Community Internship Program (CIP). After building housing for the poor, collecting clothing for the salvation army, and working in a drug rehab center, Colvard said he was able to empathize with employees facing crises back home. And that he says has made him a better manager. "My goal was to make numbers, and in some cases that meant not looking at the individual but looking at the bottom line," Says Colvard. "After that one - month stay, I immediately started reaching out to people in a different way."

CIP began in 1968 as the brainchild of UPS founder James Casey, who wanted to open up the eyes of UPS' predominantly white managers to the poverty and inequality exploding into violence in many cities. By now, nearly 1,200 current and former middle managers have moved through the program. And it has evolved into an integral part of the UPS culture, teaching managers the crucial skill of

flexibility at a company that is trying to fit a diverse base of employees into its rigid rules-based culture, which prescribes everything from how delivery people should carry their keys to how many steps they should take per second. UPS need rules, but it also needs managers capable of bending them when necessary.

"We've got 330,000 U.S. employees," says Don B. Wofford, the CIP coordinator and a graduate of the program. "There are all kinds of personalities and all kinds of diversity managers who manage those individuals."

In New York this summer, eight managers visited the emergency room at Bellevue hospital, tutored inmates at sing sing in interviewing skills, and provided meals to the homeless. The experience took them far outside their comfort zones in ways large and small-whether it was using public transportation for the first time in years or an initial encounter with violent crime such as the triple homicide that took place a few steps from the Henry street settlement, the community center where they lived. "A lot of rising stars going off to this program have gotten sure of themselves. That leads them to be quick with solutions", says Jeffrey A. Sonnenfeld, an associate dean at Yale University's school of management who has studied UPS. After CIP, "instead of reacting, they would listen. They learn incredible skills of empathy."

Managers who have been through the UPS program say it made them more likely to search for unconventional solutions. Patti Hobbs, a division manager in Louisville who spent a month on New York's lower east side, remembers being impressed by the creative ideas of uneducated addicts for steering teens away from drugs. Realizing that the best solutions sometimes come from those closest to the problem, she immediately started brainstorming with the entire staff instead of just senior managers. Says Hobbs. "You start to think there's no one person, regardless of position, who has all the answer. The answers come from us all."

One month living among the poor won't change the world. But it might help UPS managers see their employees as more than just a cog in a very efficient machine.

Questions:

- 1) UPS through CIP (Community Internship Program) is trying to inject a new dimension into its corporate cultural. What does this cultural change intend to look like and how can it affect the motivation of both managers and operating employees?
- 2) What motives can the CIP appeal to for the participating managers? What motivation theories could be used to explain the impact that the CIP may have on the participating managers?
- 3) UPS is known to pay their operating employees very high wages. Is this enough to motivate them? What from the case would support your answer.

Top Management
Human Com

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M.B.A I Sem. (Main & Back) Exam. Jan. 2014

M-102 A Organization Behaviour

Time: 3 Hours

Maximum Marks: 70

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Instructions to Candidates:-

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- 2) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application based question which is **compulsory**.
- 3) All questions are carrying **equal** marks.

1. _____

2. _____

SECTION – A

Q.1 (a) Discuss the different models of Organizational Behaviour.

(b) What are the emerging issues in Organizational Behaviour?

[7+7]

Q.2 (a) What is altitude formation? How altitude of an individual can be measured?

(b) "Learning theory can be used to explain behaviour and to control behaviour."
Explain validity of the statement.

[7+7]

Q.3 Explain the content theories of motivation.

[14]

Q.4 Write short note on:

- (a) Group Dynamics
- (b) Dysfunctional Group
- (c) Formal and Informal Group
- (d) Organisational Citizenship Behaviour

[3.5 x 4=14]

Q.5 "Coping strategies for stress can be adopted at individual level as well as Organizational level." Explain stress coping strategies. [14]

Q.6 Write short note on:

- (a) Difference between power and authority
- (b) Conflict Iceberg

[7+7]

SECTION – B

Case study:

Mr. Soni has recently joined as the managing director of a car manufacturing company which at present is incurring heavy losses. Mr. Soni has been entrusted with the formidable task of rejuvenating the company. He faces many challenges to achieve this task, such as controlling costs and expenses, increasing the productivity and

boosting the morale of the employees so that they unhesitatingly cooperate to achieve the set standards of output.

Mr. Soni, in his previous company – also a car manufacturing company, as the deputy Managing Director, had proved to be a proficient manager and a talented leader who had successfully inspired his employees to increase the productivity. He was commended for his maximum concern for both people and production and also for bringing about an integration and harmony between the needs of employees and of production.

In the new company also, Mr. Soni has pursued his policy of participative management and has shown high concern for production and people. With a view to reviving the company back to health, he effected some major changes. First of all, he decentralized the organization so that the subordinates could exercise their discretion and initiative in decision – making and their imagination and creativity in performing their other functions. Furthermore, he empowered the junior managers to sanction expenditure up to a specified limit without seeking prior approval of the higher level. Communication system was also improved to facilitate free flow of upward and downward communication.

Mr. Soni also adopted several measures to cut costs and wasteful expenditure. He banned donations to charitable institutions but increased the amount being spent on the welfare activities meant for the employees.

Will Mr. Soni's leadership style prove effective in ensuring bright future of the company? Some employees are of the view that lots of things are being done but they might not be effective in the long – run. Others disagreed with them and said, 'Okay, we will give it a try.'

Answer the following question:

Q.1 Is Mr. Soni a Theory X or a Theory Y manager? Give reasons for your answer. Will you advise Mr. Soni to change his assumptions about the nature of people at work? Give reasons.

Q.2 How would you describe Mr. Soni's motivational style?

[9+5]