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61302

I Semester M.B.A. Examination, February 2019  
(CBCS Scheme)  
Paper – 1.2 : ORGANISATIONAL BEHAVIOUR  
Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following, each question carries five marks. (5×5=25)

1. Define organisational behaviour. Discuss the scope of organisational behaviour.
2. What is self-esteem? Discuss two ways in which individual in an organisation develop self-esteem.
3. Define learning. Why is learning important?
4. Define motivation. Outline the Maslow's need theory of motivation.
5. Define conflict. Can conflicts be functional?
6. Define culture. Why is setting a climate for right organisational culture. Why is important for an organisation?
7. Define change. Write a note on steps in change process.

SECTION – B

Answer any three of the following : (3×10=30)

8. What are the various determinants of personality? Is it heredity or the environment that determines the personality of a person?
9. Define perception. Discuss the perceptual process.
10. Discuss the principle of reward and punishment theory of learning. How can this be used in enhancing the performance of people in an organisation?

P.T.O.

61302



11. Write short notes on the following :

- a) Herzberg's motivation hygiene theory.
- b) Conflict management.

12. Why do people resist change ? As an OD practitioner, how to bring about an attitudinal change. Discuss with an example.

**SECTION – C**

Case study (Compulsory) :

(15x1=15)

13. Culture plays an important role in the performance of the organisation and in how potential employees perceive the company as an employer. Over a period of time, the organisation has grown to an extent to be rated as the best company. People started appreciating the work done by this company. But, somewhere the leader, i.e. the CEO, starts to focus more on himself and instead of employee centric, it is now becoming like leader person centric. The employees started to feel demotivated and the morale coming down. Employees also started to get disengaged and all of this reflected on the quality, efficiency and performance being imported. The board is worried and calls you as an consultant to working into the matter and advise the management.

**Questions :**

- a) What will be your OD intervention to understand the situation ? 5
- b) How do you propose to bring about a change from "person" centric to "employee" centric. 5
- c) What will be your engagement strategy for the employees in boosting their morale/motivation. 5



PG – 766

I Semester M.B.A. Degree Examination, January/February 2018  
(CBCS) (2014-15 & Onwards)  
MANAGEMENT  
Paper – 1.2 : Organizational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions from the following. Each question carries 5 marks. (5×5=25)

1. What is organizational behaviour ? How does it contribute to organizational effectiveness ?
2. Why do people resist change ? How does a manager overcome resistance to change ?
3. Bring out the differences between classical conditioning and operant conditioning theories of learning.
4. Define attitude. Explain the components of attitude.
5. Are the terms values, attitudes, perception and behaviour interrelated ? If so, how ? Illustrate your views.
6. Explain briefly any two strategies for conflict management.
7. What is organisation culture ? Explain its impact on organisational performance.

SECTION – B

Answer any three questions from the following, each question carries 10 marks.  
(3×10=30)

8. What is a group ? Why do individuals join groups ? Discuss with an example the characteristics of an effective work group.
9. Explain the contingency theory of leadership and the Fiedler contingency model in detail.
10. Describe the three key elements of motivation. Explain Maslow's hierarchy of needs theory and list out the major limitations.
11. What are the factors in the Big Five Model of personality ? How is the model relevant in the organizational context ?

P.T.O.

## SECTION - C

## 12. Compulsory case study.

(1×15=15)

**Bonuses Can Backfire**

It might seem obvious that people will be motivated by bonuses, but many scholars question this premise. Alfie Kohn has long suggested that workers are "punished by rewards" and urges that organizations avoid tying rewards to performance because of the negative consequences that can result. As an alternative to rewards, some experts recommend that managers foster a positive, upbeat work environment in hopes that enthusiasm will translate into motivation.

Although rewards can be motivating, they can reduce employees' intrinsic interest in the tasks they are doing. Along these lines, Mark Lepper of Stanford University found that children rewarded for drawing with felt-tip pens no longer wished to use the pens at all when rewards were removed, whereas children who were not rewarded for using the pens were eager to use them. Similar experiments in which children completed puzzles have also shown that increasing rewards can decrease interest in the rewarded task. Some have questioned the extent to which these results generalize to working adults, but concern about rewards diminishing intrinsic motivation persists.

Rewards can also lead to misbehaviour by workers. Psychologist Edward Deci notes, "Once you start making people's rewards dependent on outcomes rather than behaviours, the evidence is people will take the shortest route to those outcomes." Consider factory workers paid purely based on the number of units they produce. Because only quantity is rewarded, workers may neglect quality. Executives rewarded strictly on the basis of quarterly stock price will tend to ignore the long-term profitability and survival of the firm; they might even engage in illegal or unethical behaviour to increase their compensation. A review of research on pay-for-performance in medicine found that doctors who were rewarded for treatment outcomes were reluctant to take on the most serious cases, where success was less likely.

Although there might be some problems with providing incentives, the great majority of research cited in this area shows that individuals given rewards for behaviour will be more likely to engage in the rewarded behaviours. It is also unlikely that individuals engaged in very boring, repetitive tasks will lose their intrinsic motivation if the task is rewarded, because they never had any intrinsic motivation to begin with. The real issue for managers is finding an appropriate way to reward behaviours so desired behaviour is increased while less-desired behaviour is reduced.

Read the case carefully and answer the following questions:

- 1) Do you think that, as a manager, you would use bonuses regularly? Why or why not?
- 2) Do you think providing group bonuses instead of individual bonuses would be more effective or less effective? Why or why not?
- 3) How would you design a bonus/reward program to avoid the problems mentioned in this case?



PG – 913

I Semester M.B.A. Degree Examination, Feb. 2017  
(CBCS)  
MANAGEMENT  
Paper – 1.2 : Organizational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. (5×5=25)

1. Enumerate the need and importance of OB.
2. What is meant by attitude ? Explain the various approaches to understanding attitude.
3. Discuss Maslow's hierarchy of needs theory.
4. What is group dynamics ? Why is it important for understanding organizational behaviour ?
5. Explain any two theories of personality ?
6. Discuss the theory involved in organizational development.
7. What are the causes of resistance to change in an organization ?

SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks. (3×10=30)

8. "A good leader is not necessarily a good manager". Discuss this statement and compare leadership with management.
9. Explain the concept and significance of organizational culture. How does it affect different aspects of organizational functioning ?
10. Explain the methodology to be adopted in survey feedback for organizational development. What are the pitfalls occur in survey feedback method ?
11. Why does group conflict arise ? What are its consequences ? How would you prevent such conflict ?

P.T.O.



SECTION – C  
(Case Study)

**Compulsory question :**

**(1×15=15)**

Read the following case and answer the questions given at the end.

12. Emotions are an inevitable part of people's behaviour at work. At the same time, it's not entirely clear that we've reached a point where people feel comfortable expressing all emotions at work. The reason might be that business culture and etiquette remain poorly suited to handling overt emotional displays.

Some people are skeptical about the virtues of more emotional displays at the workplace. As emotions are automatic physiological responses to the environment and as such, they can be difficult to control appropriately. One 22 year old customer service representative named Laura who was the subject of a case study noted that fear and anger were routinely used as methods to control employees, and employees deeply resented this use of emotions to manipulate them. In another case, the chairman of a major television network made a practice of screaming at employees whenever anything went wrong, leading to badly hurt feelings and a lack of loyalty to the organization. Like Laura, workers at this organization were hesitant to show their true reactions to these emotional outbursts for fear of being branded as "weak" or "ineffectual". It might seem like these individuals worked in heavily emotional workplaces, but in fact, only a narrow range of emotions was deemed acceptable. Anger appears to be more acceptable than sadness in many organizations and anger can have serious maladaptive consequences.

Others believe organizations that recognize and work with emotions effectively are more creative, satisfying and productive. For example, Laura noted that if she could express her hurt feelings without fear, she would be much more satisfied with her work. In other words, the problem with Laura's organization is not that emotions are displayed, but that emotional displays are handled poorly. Others note that use of emotional knowledge, like being able to read and understand the reactions of others, is crucial for workers ranging from salespeople and customer service agents all the way to managers and executives. One survey even found that 88 percent of workers feel being sensitive to the emotions of others is an



asset. Management consultant Erika Anderson notes, “Crying at work is transformative and can open the door to change”. The question then is, can organizations take specific steps to become better at allowing emotional displays without opening a Pandora’s Box of outbursts ?

**Questions :**

- 1) What factors do you think make some organizations ineffective at managing emotions ?
  - 2) Do you think the strategic use and display of emotions serve to protect employees, or does covering your true emotions at work lead to more problems than it solves ?
  - 3) Have you ever worked where emotions were used as part of a management style ? Describe the advantages and disadvantages of this approach in your experience.
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PG – 1077

I Semester M.B.A. Degree Examination, February 2016  
(CBCS) (2014 – 2015 & Onwards)  
**MANAGEMENT**  
Paper – 1.2 : Organizational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following. Each question carries **five** marks. (5×5=25)

1. "Are the basics of OB applicable only to business organizations" ? Discuss.
2. Discuss a few determinants of personality.
3. What are the principles of Learning ? Explain them briefly.
4. Bring out the critical differences between Herzberg and McGregor theories of motivation.
5. How is the Johari Window useful for college going students ?
6. Why do people resist change in organizations ?
7. Draft three questions to capture organizational culture from employees of an organization based on its concept and meaning.

SECTION – B

Answer **any three** of the following questions. Each question carries **ten** marks. (3×10=30)

8. Explain the model of Organizational Behaviour.
9. Write a detailed account of the transition in leadership theories.
10. How are the various types of conflicts in an organization resolved ?
11. How are attitudes formed ? Analyze the ways and means of changing them among individuals in an organization.

P.T.O.



## SECTION – C

This is **compulsory**. It carries **fifteen marks**.

(1×15=15)

12. Read the case given below and answer the questions given at the end.

Thirty three years ago, when the new Factory General Manager proposed to all of us living in the factory residential quarters that we should stop consuming alcohol (even after office hours), we thought it was ridiculous. How can he control our personal life ? He explained to us that we were liable to be called in the factory at any point of time due to exigencies of work. If we reach the factory under the influence of alcohol, the workers can easily accuse the management of differential treatment – i.e. charge sheeting the workmen for consumption of alcohol while on duty and allowing the management members in similar state on the shop floor.

The power of this approach was evident to us when a worker was suspended for being on duty under the influence of alcohol and a local politician came to defend him in the office of the Factory General Manager. The politician argued that consumption of alcohol was not a big misconduct since most people consumed alcohol some time or the other. He mischievously asked the General Manager "kya app nahi peete ? (Is it that you don't consume alcohol ?). The General Manager immediately retorted "nobody can ask this question to me - since I don't touch alcohol - on or off duty". The politician was dumb-struck and had a hasty retreat.

As an organization we became famous for taking upright and ethical stands - since we always followed law in spirit and in letter! This reputation travelled from one Government Officer to the other and soon in our dealings with the Government, no favours were expected from us.

Even as an individual professional, right from the beginning of my work life, I was clear that I must conduct myself in a manner that nobody can point a finger at me for any of my personal or professional conduct. It was not only important to be clean on work habits, ethics and dealings - but critical to be understood as a role model on these issues. Above all, it was important that I was able to stand the scrutiny of my conscience!

In all our annual HR conferences on the penultimate night, we used to serve alcoholic beverages. I was aware of the fact that my predecessors used to seek a special approval for this so called "team building" activity and treat expenses.





on alcohol as business expense. After I took over the responsibility as the HR leader, I was not convinced of this approach. If it was clearly disallowed for other leaders in similar situations, as the custodian of organization policies it was not appropriate for me to be an exception. Therefore, for seven consecutive years I personally paid the expenses on alcohol for more than 120 team members each year. It was equally important to let the HR members know that the organization was not paying for these expenses.

I remember a situation when our Chairman asked me whether his son - who had recently done his MBA from abroad could do a summer assignment with us for about two months. My instant response was "No", I explained that given the immaculate image of the Chairman (both within and outside the organization), it was not worth providing an opportunity to raise questions about such an issue. Even more important was that the Chairman accepted this logic and did not pursue the proposal. While we did take summer interns regularly, we wanted to avoid the perception that this summer intern was allowed because he was "Chairman son".

I have been travelling 10 – 14 days a month for the past 35 years and often get invited by employees at their home to have meals. The frequently asked question is "why don't you get your wife or family when you travel" ? There are organizations where very senior members at times allow their spouses to accompany them during the travel. The argument is that this encourages a softer touch to the culture in the organization. I find this problematic on several counts. To begin with, one does not know where to draw the boundaries. I may bear the travel expenses of my spouse but how do I meticulously split several other issues including certain unspoken constraints on work timings etc. ? Most importantly, will you allow such things to other employees in the organization ? How will the organization monitor several issues associated with this ?

**Questions :**

- a) Which concepts of OB are covered in the above case ? And how do you say that they are covered ?
- b) Analyze the individual group and organizational factors in the case.
- c) Can the organization achieve effectiveness under the circumstances ? Analyze your answer.



PG – 849

I Semester M.B.A. Degree Examination, January/February 2015  
(CBCS) (2014-15 & onwards)  
Paper – 1.2 :ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. Answer to **each** question should not exceed **250** words. **(5×5=25)**

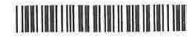
1. Explain any three determinants of personality.
2. Bring out any three differences between leadership and management.
3. What are the factors and methods to be considered to change attitudes ?
4. Explain the practical application areas of transactional analysis.
5. Explain organizational Development.
6. Explain the benefits of group decision making.
7. Explain Kurt Lewin model of change management with an example.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **500** words. **(3×10=30)**

8. Describe several strategies both for reducing and resolving conflicts. Illustrate with examples.
9. Describe various principles of learning.
10. Discuss any three leadership theories and their relevance to modern organizations.
11. Explain various stages of change in organizations.

P.T.O.



SECTION – C

Case Study

It carries **fifteen** marks.

(1×15=15)

12. Observe the following figure and bring out your analysis on managing change in organizations in terms of people, process and structure.

