

I Semester M.B.A. (Day) Examination, January 2009
(2007-08 Scheme)

1.3 : ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer any six of the following. Each question carries two marks. (6×2=12)
- Define learning organisation.
 - What do you mean by emotional intelligence ?
 - What are values ?
 - What are change agents ?
 - Define personality.
 - What do you mean by cohesive groups ?
 - What do you mean by positive reinforcement ?
 - Define OB.

SECTION – B

- Answer any three of the following. Each question carries eight marks. (3×8=24)
- Is it possible to change attitude ? If yes-how ?
 - State any two theories of learning.
 - “The motivating function of management is the same all over the world, but the motivators differ” – Discuss.
 - Why do people resist change ? How can resistance be reduced ?
 - Describe the process of team formation.

P.T.O.



SECTION - C

Answer any two of the following. Each question carries twelve marks. (2×12=24)

7. Compare and contrast two important theories of motivation.
8. Define leadership and compare and contrast any two theories of leadership.
9. Describe the impact of digitalisation and globalisation on organisational behaviour.

SECTION - D

10. Read the following case and answer the questions given below : (15×1=15)

Bombay printers is a large printing firm located in Bombay. It has specialized in printing calendars and greeting cards. Right from inception, this concentration brought rich dividends and over the years sales have increased considerably, much to the envy of competitors. Slowly but steadily, it has captured a major share of the market. Since Bombay printers is a family held company, exact figures are not readily available. Despite this statistical deficiency, competitors knew very well that Ramakant Patil and his children who own the company are extremely wealthy. The fact that the Patil foundation grants several lakhs of rupees every year to Charitable Institutions speaks volumes. Over the years the company has been investing its surplus funds in real estate and equity capital in a calculated manner. Supported by a vast reservoir of funds, it is small wonder, the company has achieved a stupendous growth rate leaving everyone behind in the race.

Currently, Bombay printers is the dominant employer in the printing industry. Though there is no union, employees are well-paid. The demand for calendars and greetings has increased considerably, in the recent past, and most of the employees receive a good overtime allowance. In an interview, given to a local magazine, Ramakant Patil proudly declared. "Workers in Bombay Printers are highly motivated. They're currently the highest-paid employees in the country. The future is rosy. Within a few days we are going to introduce a new productivity incentive plan under which employees are likely to get annual bonus based on a novel productivity formula devised by our accounting staff. We always want our employees to grow alongwith us".



To his surprise and dismay, Ramakant Patil received a nasty letter, containing a long list of demands, from a group of anonymous employees – after the publication of the interview in the magazine. Among their complaints were the following :

“We’re sick of all this overtime. You and other officers in the company may like working day and night. We prefer the company of our families and friends to machines and tools during holidays”.

“The new bonus plan is a hoax. None of us can understand how it operates. As usual, it will be those people who lick the boots of management that’ll benefit. Stop playing these dirty tricks. We hate working harder for something we don’t have any chance of getting”.

“You are talking as if we’re one big happy family, and yet trying to throw us all on roads at the same time. Stop manipulating us. We know pretty well that the company has bought land in Delhi and you’re going to settle there only throwing us all out of work. Why should we care for a company that is abandoning us on streets ?”

Questions :

- 1) Discuss the main problem in the case.
 - 2) Critically analyse the perceptions of the management and the employees.
 - 3) How can the company avoid the negative reactions ?
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