



I Semester M.B.A. (Day) Degree Examination, February/March 2013  
(2007-08 Scheme)

MANAGEMENT

Paper – 1.3 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer any six questions, each carries two marks.

(6×2=12)

1. a) 'Behaviour is function of its consequences' – write meaning in two lines.
- b) What is Intra Personal conflict ?
- c) What is group cohesiveness ?
- d) Who is an 'Introvert' ?
- e) What are 'Ego' states ?
- f) What is OD ?
- g) What is job satisfaction ?
- h) Define Attitude. How attitudes are formed ?

SECTION – B

Answer any three questions, each carries eight marks.

(3×8=24)

2. OB is a multi-disciplinary subject discuss.
3. Discuss important theories of learning.
4. 'People resist change'. Explain with reasons.
5. Discuss some important 'OD techniques'.
6. Explain important 'Perceptual distortions with examples.

P.T.O.



## SECTION - C

Answer **any two** questions, **each** carries **12** marks.

(2×12=24)

7. Compare three important motivational theories.
8. Explain some important theories of personality. What are the determinants of personality ?
9. Explain Inter personal and Inter group conflicts with conflict resolution techniques.

## SECTION - D

10. Analyse case and answer the questions.

(1×15=15)

Jack Welch took over as Chief Executive Officer (CEO) of General Electric (GE) in 1981. When he joined GE, he realized that the company was organized on highly bureaucratic lines and that there were so many layers of management that it was not capable of making quick decisions and thus letting many opportunities pass by. He made sweeping changes in almost every aspect of the company. He eliminated several layers of management and decreased the corporate staff from 1700 to less than 1000 and reduced the workforce to 100,000 workers, nearly 25 percent of the total workforce. He changed the direction as well as the very culture of the company. And he has produced results. The productivity per man hour of the company is one of the highest in the industry.

For years, GE sat at the top of the marketplace as the world's most valuable and most admirable company. When Jack Welch retired, Jeffrey Immelt took over as CEO. An economic downturn and corporate scandals affected GE as well. In the latest report, the revenues for GE were flat and the CEO gave a cautious outlook. The shares of GE plunged by 10 percent, on that statement. Since October 2000, GE stock has been slashed by almost half. Jeffrey Immelt faced a lot of criticism and even though he tried his best to calm fears among employees and investors, he admitted that he did not expect such intense criticism and specially when comparisons were made with management style of Jack Welch. It did not matter to the investors that the economy was down in the late 1990s and early 2000s.



Immelt is determined to reshape GE for the next generation. Since the year 2000, he has already launched several initiatives. He makes sure that customer satisfaction is considered as the top priority. He measures managers mostly by how much they improve their customer's bottom line. He wants GE to take the six sigma quality programme and other innovations deep into a client's operations. He wants more globalization, more business via the Web, more diverse senior staff and more extensive research and development. Due to policy of change, more than 50 per cent of new executives have been hired from the ranks of women, minorities and persons from other countries. Immelt has devoted himself completely to making GE one of the top companies again.

Q. What are the forces of change at GE ? What steps are taken by CEO to meet the change ?

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