



I Semester M.B.A. (Day) Examination, Feb./March 2014  
(2007-08 Scheme)

Paper – 1.3 : ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** from the following. **Each** sub-question carries **two** marks. **(6×2=12)**
- What is a learning organisation ?
  - What is perceptual defence ?
  - Define 'self'.
  - What is group cohesiveness ?
  - What do you mean by valence ?
  - Define culture.
  - Distinguish between learning and unlearning.
  - Define leadership.

SECTION – B

Answer **any three** of the following. **Each** question carries **eight** marks. **(8×3=24)**

- Explain two models of organisational behaviour.
- Explain the process of perception with a model.
- What are the causes for Interpersonal and inter group conflicts and how these conflicts are resolved ? Explain.
- What are the factors which influence the formation of attitudes ? Discuss with example.
- Define cognitive dissonance and explain the measures to minimise dissonance.

P.T.O.



## SECTION – C

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

7. Define personality and explain various theories of personality.
8. “Means to motivate may change motivation as a function of management were remain forever” – Discuss.
9. ‘Leadership is a Dynamic Process’. Explain the statement with two important theories of leadership.

## SECTION – D

10. Read the following case and answer the questions given at the end. **15**

At first Tammy Reinhold didn't believe the rumors. Now that the rumors were confirmed, she was in denial. “I can't believe it,” she said. “I've worked as a greeting-card artist here for 17 years. I love what I do. Now they tell me that I'm, going to have to do all my work on a computer”.

Tammy was not alone in her fear. The company's other two artists, Mike Tomaski and Maggie Lyall, were just as concerned. Each had graduated from art school near the top of their class. They came to work for Wisconsin Art and Greetings right out of school – Mike in 1976, Tammy in 1983, and Maggie in 1988. They choose the company, which had been around for more than 50 years, because of its reputation as a good place to work. The company also had never had a layoff.

Wisconsin Art and Greetings is a small maker of greeting cards and speciality wrapping paper. It has modest resources and modest ambitions. Management has always pursued progress slowly. May be that's why it was so late in introducing computerized technology to its production operations. And why now it decided that it no longer wanted its artists to do hand-rendered work. Management had bought three high-powered Mac computers and equipped them with the latest graphics and photo-manipulation software including Photoshop, Quark, and illustrator.

Courtland Gray, the company's owner, called Tammy, Mike and Maggie into his office this morning. He told them about the changes that were going to be made. Gray acknowledged that the three were going to have a lot to learn to be able to do all their work on computers. But he stressed that the changes would dramatically speed up the art-production and photo-layout processes and eventually result in



significant cost savings. He offered to send the three to a one-week course in Dallas specifically designed to train artists in the new technology. He also said he expected all of the company's art and photo operation to be completely digitalized within three months.

Tammy was not stupid. She'd been following the trends in graphic art. More and more work was being done on computers. She just thought, as did Mike and Maggie, that she might escape having to learn these programs. After all, Wisconsin Art is not Hallmark. But Tammy was wrong. Technology was coming to Wisconsin Art and Greetings and there wasn't much she could do about it – other than complain or look for another job !

Questions :

- 1) Explain Tammy's resistance.
  - 2) Evaluate the way Courtland Gray handled this change.
  - 3) What, if anything, would you have done differently if you had been Gray ?
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