



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

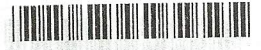
Answer **any three** of the following questions. **Each** question carries **ten** marks.

(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.
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