

JU – 2917

**M.B.A. (I Semester) (Day/Eve.) Degree Examination, Jan./Feb. 2006
(Updated Scheme)
MANAGEMENT**

Paper 1.1 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** from the following. **Each** carries **two** marks. **(6×2=12)**

1. Give the meanings of :
 - a) Organisational effectiveness
 - b) Workforce diversity
 - c) Work-life balancing
 - d) Cognitive abilities
 - e) Machiavellianism and Kautilyanism
 - f) Social learning
 - g) Escalation of commitment
 - h) Existential philosophy
 - i) Eustress.

SECTION – B

Answer **any four** from the following. **Each** carries **five** marks. **(4×5=20)**

2. How can managers prevent the negative consequences of political behaviour ?
3. Does it make sense to change a person's leadership style or the situation ? How would Fiedler and House answer this question ?
4. Discuss the nature of emerging organisational structures.
5. What is multiple approach-avoidance conflict ? Give a realistic organisational example of where it may occur ?
6. Can groups become teams ? Discuss 'yes' or 'no'.
7. At what level in Maslow's hierarchy of needs are you living ? Are you basically satisfied at this level ?

SECTION – C

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

8. What is organisational culture ? How is it created ? Sustained ?
9. Describe force field analysis of change and its relationship to Lewin's change model.
10. Define OB. State and explain the various approaches to the study of OB.
11. How are attitudes formed ? How can they be changed ? Explain with examples.
12. Critically examine Vroom's expectancy model of motivation.

P.T.O.

13. Read the following case carefully and answer the questions appended to it. (1×13=13)

A Case of Burnout

When Mahesh joined XYZ Bank (private sector) in 1985, he had one clear goal – to prove his mettle. He did prove himself and has been promoted five times since his entry into the bank. Compared to others, his progress has been the fastest. Currently, his job demands that Mahesh should work 10 hours a day with practically no holidays. At least two days in a week, Mahesh is required to travel.

Peers and subordinates at the bank have appreciation for Mahesh. They don't grudge the ascension achieved by Mahesh, though there are some who wish they too had been promoted as well.

The post of General Manager fell vacant. One should work as GM for a couple of years if he were to climb up to the top of the ladder. Mahesh applied for the post along with others in the bank. The Chairman assured Mahesh that the post would be his.

A sudden development took place which almost wrecked Mahesh's chances. The bank has the practice of subjecting all its executives to medical check-up once in a year. The medical reports go straight to the Chairman who would initiate remedials where necessary. Though Mahesh was only 35, he too, was required to undergo the test.

The Chairman of the bank received a copy of Mahesh's physical examination results, along with a note from the doctor. The note explained that Mahesh was seriously overworked, and recommended that he be given an immediate four-week vacation. The doctor also recommended that Mahesh's workload must be reduced and he must take to physical exercise every day. The note warned that if Mahesh did not care for advice, he would be in for heart trouble in another six months.

After reading the doctor's note, the Chairman sat back in his chair, and started brooding over. Three issues were uppermost in his mind – i) How would Mahesh take this news? ii) How many others do have similar fitness problems? iii) Since the environment in the bank helps create the problem, what could he do to alleviate it? The idea of holding a stress-management programme flashed in his mind and suddenly he instructed his secretary to set up a meeting with the doctor and some key staff members, at the earliest.

Questions :

- 1) If the news is broken to Mahesh, how would he react?
 - 2) If you were giving advice to the Chairman on this matter, what would you recommend?
-