

I Sem. M.B.A. (Day/Evening) Examination, January/February 2007  
(Updated Scheme)

ORGANIZATIONAL BEHAVIOUR (1.1)

Time: 3 Hours

Max. Marks: 75

*Instructions: Please be brief. Good handwriting will get extra marks.*

SECTION – A

1. Answer any six of the following: (6×2=12)

- a) Halo Effect
- b) Informal Groups
- c) Type B Behaviour
- d) Adult Ego State
- e) Theory Y
- f) Job Satisfaction
- g) Empowerment
- h) Stereotyping
- i) Internal Locus of Control.

SECTION – B

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

2. Explain the structure of any organisation that you are familiar with. If the organisation were to grow ten times within the next 3 years, what would be the implications of such a rapid growth on the structure ?
3. Explain with examples some of the concepts that Psychology, Political Science and Economics have contributed to the field of Organization Behaviour.
4. Explain your own personality using the concepts that you have learnt.

P.T.O.

5. How can conflicts be resolved ? Illustrate with an example from the organisational setting.
6. What are the barriers that hinder effective communication ? How can these barriers be overcome ?
7. Distinguish between Groups and Teams. How can teams be built ?

#### SECTION – C

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

8. Compare and contrast the various telecommunication techniques for effective communication. Highlight the future trends in the technology of communication.
9. What is the current status of women in leadership roles ?
10. Illustrate with examples the difference between the traditional transactional leaders and the emerging transformational leaders.
11. In Vroom's model, what are valence, expectancy and force ? How do these variables relate to each other ?
12. Write an essay on "Organizational Culture."

#### SECTION – D

13. Read the following case carefully and answer the questions: (1×13=13)

##### **Building People Skills through an Executive Coach**

Ms. Kanyakumari Kelkar's problems began soon after she was promoted as chief accountant of Indian Space Research Organisation.

Ms. Kelkar, 45 years, had previously run a Chartered Accountants firm with eight subordinates, and was used to issuing orders with little explanation. "I would tell them, 'Do it the way I say. Don't worry about the whys.'"

That style did not work in her new job. After her subordinates loudly complained, Ms. Kanyakumari's boss took action.

Did she reprimand her or consider replacing her ? No !

She hired an executive coach to help her (Ms. KKK) improve her people skills.

The use of executive coaches to help managers improve their people skills is on the rise. Companies such as TVS, WIPRO, Coca-Cola, CitiBank etc. are finding that these coaches can polish up the inter-personal skills of managers whose technical skills they don't want to lose.

"Years ago, if you were good, you could get away with being abrasive," says one coach. "But, nowadays people don't want to work with such a person."

These coaches charge from Rs. 10,000/- for a one-day programme to more than Rs. 10 lakhs for consultations that can spread over a long duration. Their work involves fact finding interviews with dozens of colleagues, customers and even families.

Who are the candidates for this type of coaching ? Some are recently promoted managers, like Ms. Kanyakumari Kelkar, with limited experience. The bulk of the candidates, however, tend to be older male bosses. They often adhere to command-and-control leadership styles that hinder their effectiveness and they have difficulty overseeing workers under the age of 25 who are more diverse in terms of region, religion and gender !

Adapted from : T. Gabriel, "Personal Trainers to Buff the Boss's People Skills." New York Times, April 28, 1996 PP F1-F10.

Based on the above case material please answer the following:

- a) Justify the action of Ms. Kanyakumari's boss, in appointing an Executive Coach.
  - b) "Years ago you could get away with being abrasive." Comment.
  - c) Why is it difficult for older bosses to manage the younger diverse staff ?
  - d) Is the high salary paid to the coaches justified ?
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