

I Semester M.B.A. Examination, January 2008  
(2007-08 Scheme)  
**BUSINESS ADMINISTRATION**  
**Paper – 1.3 : Organisational Behaviour**

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. Each question carries **two** marks. (6×2=12)
- a) What do you mean by learning organisation ?
  - b) Define Self.
  - c) What are attitudes ?
  - d) What is group cohesiveness ?
  - e) Define Leadership.
  - f) Define Personality.
  - g) What do you mean by role conflict ?
  - h) What are perceptual errors ?

SECTION – B

- Answer **any three** questions. Each question carries **eight** marks. (3×8=24)
- 2. Compare and contrast any two theories of leadership.
  - 3. Discuss the determinants of effective learning.
  - 4. “Motivating is a universal function of management but the means to motivate differs from situation to situation” – Comment.
  - 5. What are the qualities of effective and performing teams ?
  - 6. Define Job satisfaction and explain the various techniques of measuring job satisfaction.

P.T.O.

## SECTION – C

Answer **any two** questions. **Each** question carries **12** marks.

(2×12=24)

7. Describe the causes and consequences of organisational conflicts.
8. Discuss the impact globalisation and IT revolution on interpersonal relations and organisational behaviour.
9. Explain the determinants of individual differences and suggest strategies to develop corporate culture and citizenship.

## SECTION – D

10. Read the following case and answer the questions given.

(1×15=15)

All supervisory jobs aren't alike. Sangeeta is just learning this fact. After having spent three years as a production-scheduling supervisor at a Maruti Udyog Ltd. (MUL) manufacturing plant, she recently took a position as manager of telephone services at Reliance Infocom. In her new job, Sangeeta supervises 20 telephone service employees. These people have direct contact with customers – providing quotes, answering questions, following up on claims, and the like.

At MUL, Sangeeta's employees knew they had only one constituency to please. That was management. But Sangeeta is finding that her employees at Reliance have it more difficult. As service employees, they have to serve two masters – management and the customer. And at least from comments her employees have made, they seem to think there's a discrepancy between what they believe customers want them to do and what they believe management wants them to do. A frequent complaint, for instance, is that customers want the telephone representatives undivided attention and to spend as much time as necessary to solve their problem. But the representatives see management as wanting them to handle as many calls as possible per day and to keep each call as short as possible.

This morning, a representative came into Sangeeta's office complaining of severe headaches. "The more I try to please our customers, the more stress I feel," the representative told Sangeeta. "I want to do the best job I can for our customers but I don't feel like I can devote the time that's necessary. You constantly remind us that 'it's the customers that provide our paychecks' and how important it is to give reliable, courteous, and responsive service, but then we feel the pressure to handle more calls per hour."

Sangeeta is well aware of studies that have shown that role conflict is related to reduced job satisfaction, increased turnover and absenteeism, and fewer organizational citizenship behaviors. And severe role conflict is also likely to lead to poor customer service – the antithesis of her department's goals.

After talking with her staff, Sangeeta concluded that regardless of whether their perceptions were accurate, her people certainly believed them to be. They were reading one set of expectations through their interactions with customers ; and another set through what the company conveyed during the selection process, in training sessions, and through the behaviors that management rewarded.

**Questions :**

- 1) What's the source of role conflict here ?
  - 2) Are there functional benefits to management from role conflict ? Explain.
  - 3) Should role conflict among these telephone service employees be any greater than a typical employee who works as part of a team and has to meet the expectations of a boss as well as his or her team members ? Explain.
  - 4) What can Sangeeta do to manage this role conflict ?
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