



I Semester M.B.A. (Day) Examination, March 2011
(2007– 08 Scheme)
MANAGEMENT
Paper – 1.3 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** of the following. **Each** question carries **two** marks. (6×2=12)
- Define perception.
 - What is locus of control ?
 - What is group dynamics ?
 - 'Behaviour is function of its consequences'. Give two examples.
 - 'Role model' – write two lines.
 - What is negative re-enforcement ?
 - Define Leadership.
 - Define Conflict.

SECTION – B

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

- OB is Inter-disciplinary subject. Discuss with a model.
- Discuss the relationship among thoughts, - behaviour, - character- personality and productivity.



4. Explain the factors influencing the 'formation of attitudes'. Give examples.
5. 'Perception is pre-conceived'. – Discuss the statement with perceptual model.
6. Explain theory 'x' and 'y' and 'z'. What techniques are adopted to motivate them.

SECTION – C

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

7. Explain the 'Managerial grid', with a model.
8. Why do people resist change ? Explain the techniques adopted to overcome the resistance to change.
9. What is intra personal, inter group conflict ? Discuss the methods of overcoming these conflicts.

SECTION – D

Compulsory : (1×15=15)

10. Read the following case and answer the questions

Plain Truth can Help Avoid Resistance

Tushar had been hearing the rumour doing the rounds since the past ten days. However, as per his nature, he had ignored it and concentrated on doing his job even better. But today, Tushar had seen his name along with other names recommended and officially told to start attending the three month's computer course to gain knowledge on the usage of computers to textile industry.

Tushar, after completing a polytechnic (diploma) in textile engineering had joined the J.P. Mills as a junior assistant in the design development department, some twenty years ago. At the time of joining, the textile industry was booming. J.P. Mills was also doing well in terms of volume and profitability during the boom period. However, with the opening of the economy and the entry of many multinational ready made brands, there was seen a visible change in the customers'



buying behaviour. The past seven to eight years has seen a shift in the customers' mindset towards purchase of ready-to-use wear. Unlike the earlier trend when people preferred to purchase well known textile company's cloth material (in this market J.P. Mills was doing very well and had almost 27% market share), and get their clothes stitched by any well-known tailor. So as to keep in pace with the new market requirement, J.P. Mills owner and Managing Director Nithin Kapasi, decided to enter into a tie up with a MNC Sandy wear store which wanted to enter into a joint venture with J.P. Mills to get a manufacturing base in India.

It was in this connection that the rumours started circulating about the new management planning to remove the existing employees of J.P. Mills by introducing programmes for them under the guise of upgrading their knowledge in computers. When the rumours, started initially, many executives and employees had put in their papers. But many others, like Tushar, continued to put in their hours but one could always sense their uneasiness. Hence, seeing his name on the notice board, made Tushar uneasy and he was expecting the worst, when he received a call from Nancy, the P.A. to the personnel manager Viresh, asking him to meet the latter after the lunch break.

Tushar, when he met Viresh, was pleasantly surprised to hear that in the new organisation set up, would be required to do a lot of the work on the computer (packages). This would eventually result in a lot of cost saving for the company, because the available new computer packages in the market will help in reducing the time (spent) between receipt of order, selection of the various designs (optimised selection can be done with the help of the new software packages) and execution of the orders in time. Viresh ended the talk by saying that the new management expected all this responsibility to be entrusted to Tushar and hence his name had been put up on the list of those required to attend various computer courses.

Questions for discussion.

- 1) What factors had caused resistance in change among J.P. Mills employees ?
 - 2) Do you agree with the strategy adopted by Viresh in communicating about the changes to Tushar ? Or could you suggest any other way of handling the above situation ? Why ?
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