



PG – 121

I Semester M.B.A. (Day) Degree Examination, February 2012  
(2007-2008 Scheme)

Management

Paper – 1.3 : ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** questions : (6x2=12)

1. a) Mention any four roles of Managers in the organisation.
- b) What is self esteem and self efficiency ?
- c) Explain any two principles of learning.
- d) List the types of attitudes.
- e) What is leadership ?
- f) Mention any two suggestions to make teams more effective.
- g) What is conflict management ?
- h) What is change management ?

SECTION – B

Answer **any three** of the following questions : (3x8=24)

2. What do managers do in terms of functions, roles and skills ?
3. What are the major behavioural science disciplines that contribute to OB ?
4. What is perception, and what factors influence our perception ?
5. Define motivation. What are the key elements of motivation.
6. What are the five stages of group development ?

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## SECTION - C

Answer any two questions :

(2×12=24)

7. What is attribution theory ? What are the three determinants of attribution ? What are its implications for explaining organisational behaviour ?
8. What is cognitive evaluation theory ? What does it assume about the effects of intrinsic and extrinsic rewards on behaviour ?
9. What are the major job attitudes ? In what ways are these attitudes alike ? What is unique about each ?

## SECTION - D

10. Cases study :

(1×15=15)

**Chan Suh : Not your typical advertising executive – yet**

You see them all the time when you visit Web sites – those flashy banner ads beckoning for your attention with catchy text and animated graphics. Although you probably never think much about how they get there, that's the main thought running through Chan Suh's head these days. Suh, a 40-year-old Korean native who moved to New York with his mother in 1976, is the founder and CEO of Agency.com, one of the largest interactive online ad agencies around these days.

Although interactive advertising comprises only about 1 percent of the \$ 200 billion advertising market, its potential is enormous. In 1998 alone, the four-year-old Agency.com quadrupled in size as sales zoomed from \$ 18 million to \$ 80 million. Its client list, including 3M, DIRECTV, Gucci, Land Rover, Saab, the Olive Garden, and Visa, would be the envy of any of the traditional Big Six advertising agencies. Unlike these firms however Agency.com is not populated by slick executives in tailored suits luxuriating in the wood-paneled suites of New York City high-rises. Instead, Agency.com's casually attired, body-pierced twenty-somethings work in a poorly ventilated room over the loading dock in Manhattan's Time-Life building.

Suh considers himself fortunate to have not only the 600 talented people who make up the company but also the space itself – his major first business asset. Although bankers just laughed at his business plan in 1995, Suh was determined to launch his agency. So cashing in on the goodwill he developed with his former employer, Time-Life (for whom he earlier developed Vibe online before venturing out on his own), Suh struck a deal in which he got the space in exchange for completing





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several projects. One of these was the highly regarded web site for the 1995 Sports Illustrated swimsuit edition video. On the strength of his successful experiences with Time, Suh was able to attract more blue-chip clients, for whom he struck gold. The Web site Agency.com developed for MetLife, for example grew in popularity from 300,000 hits in 1996 to over 4 million hits in 1997. This Web site was only one of over two dozen for which the company won awards for various clients in 1998 (including a prestigious Clio for Pacific Bell). In 2001 alone, Agency.com won 15 prestigious awards for its various Web designs.

For Agency.com to continue to grow – or even to survive the inevitable shake out that's forthcoming in the interactive advertising business – Suh realizes that his company will have to double in the coming months. And with offices now extending beyond New York – including Boston, Chicago, Dallas, San Francisco, London, Amsterdam, Paris, and his native home, Seoul, Korea – the company's reach has broadened dramatically. Importantly, as clients grow more sophisticated, they are moving from being knocked out by the novel, whiz-bang technology to the stage where they now are demanding results—a return on their advertising investments. Suh knows that this will keep him busy hiring the most talented and creative people he can find individuals who share his vision for taking technology to places where no advertising agency has ever been before.

It's having a vision and chasing it that keeps Chan Suh navigating these uncharted waters. After all, only a true visionary and pioneer would say, "We love the fact that we get to invent the future while we live in it." If Suh's vision even comes close to being as accurate as it has been, there's every indication that he easily will reach the goal of making Agency.com a \$ 1 billion company. Based on recent figures, he appears to be well on his way.

**Critical Thinking Questions :**

- 1) What special qualities make Chan Suh so effective as a leader ?
- 2) Would you say that Chan Suh is a charismatic leader or a transformational leader ?
- 3) What challenges do you believe Agency.com is likely to face in the next few years ?