

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?
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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.

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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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