D 51958

Name..

Reg. No...................................

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2018

(CUCSS)

M.B.A.

BUS 1C 04—ORGANIZATIONAL BEHAVIOUR

(2016 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer **all** *the questions.*
Each question carries 1 weightage.

1. Define Organizational Behavior

2. What causes job satisfaction ?

3. What is attrition ?

4. Define perception.

5. Define conflict.

6. Distinguish between group and team.

(6 × 1 = 6 weightage)

Part B

Answer any **four** *questions.*
Each question carries 3 weightage.

7. Explain the big five personality model.

8. Identify the motivational benefits of intrinsic rewards.

9. 'Group size affects group performance'. Justify your comments.

10. Briefly discuss the six elements of an organization's structure.

11. Explain the common decision biases or errors.

12. What causes job satisfaction ? For most people, is pay or the work itself more important ?

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any **three** *questions.*
Each question carries 4 weightage.

13. Write a note on Hawthorne experiment. Outline the application of results of Hawthorne experiment in today's business scenario.

14. 'Asians have less in group bias than Americans'. Comment.

15. What is personality ? How do we typically measure it ? What factors determine personality ?

16. Does behavior always follow from attitudes ? Why or why not ? Discuss the factors that affect whether behavior follows from attitudes.

17. Outline the conflict process. Justify your comments with appropriate cases or examples.

(3 × 4 = 12 weightage)

Part D

Answer the **compulsory** *question.*
6 weightage.

18. Examine the following case and answer the questions that follow :

I was working as a change consultant in a department of an international organization. All the managers, at the level I was working at, were British. For a variety of reasons, one of these managers believed that his subordinates were lazy and unprepared to be creative. One of the change initiatives that I was trying to introduce was that staff should be treated in a conducive way because at the time the department was hiring adults and then treating them like children who could not be trusted, resulting in a high staff turnover of 100% per year. However, that manager introduced the changes requested of him, where staff were invited to be creative and responsible, and were told that they would not be as heavily supervised and audited as they had been up to that point. The subordinates were deeply suspicious of the change, as they believed that their manager did not trust them. For them to change their behavior, as a result of changing their beliefs about their manager, they needed to see that the new policy was adopted for long term. Sure enough the manager was soon peering over their shoulders and remonstrating with them for not changing their behavior. There was a collective sigh from the staff, "We knew he wouldn't change", and the manager said, "You see, I knew they wouldn't change !" Beliefs, a part of organizational culture, are hard to change just by management imposing a new policy.

Eventually, it happened so that the manager in question was sacked because he could not/ would not change the way he managed. Another manager in the department resigned because he did not want to work for an organization that was so stupid as to trust its workforce. The other managers introduced the policy, with some relief, as they were Theory Y managers who had been working in a Theory X department. The department eventually reaped the rewards of a motivated and creative staff once the staff came to believe that the change was a permanent change in management style, and staff turnover improved 100%.

Questions :

1. How could this policy have been introduced so that it had a better chance of succeeding ?

2. How do you get your staff to believe you ?

(1 × 6 = 6 weightage)