



JP – 339

I Semester M.B.A. Degree Examination, July 2022
(CBCS) (2014-15 and Onwards) (Repeaters)

MANAGEMENT

Paper – 1.2 : Organizational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. (5×5=25)

1. Explain the significance and contribution of various disciplines to the field of OB.
2. What is the role of learning theories in understanding and changing the individual behavior ?
3. Discuss the stages in the group formation process and the prerequisites for its success.
4. Compare and contrast the various contemporary theories from the early theories of motivation.
5. What is conflict ? Explain the various steps in the process of conflict.
6. Discuss in the content of culturally diverse organization in a globalized set up.
7. Differentiate between transactional and transformational leadership styles.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks. (3×10=30)

8. Outline the foundation of individual behavior and their importance in understanding, predicting and influencing individual behavior in organization.
9. What is a learning organization ? Outline its prerequisites and importance for a creative and innovative organizational culture. How does it help the organizations survive in cut throat competition ?

P.T.O.



10. What is the role of Power and Politics in organizations ? Does it hinder organization performance or is it inevitable in today's context for survival ? Discuss.
11. What do you understand by the term organization development ? Outline the various OD interventions that can be employed to enhance organizational effectiveness level.

SECTION – C

12. **Compulsory Case Study.**

(1×15=15)

Mr. Kumar, production manager of XYZ company, made a lot of efforts to introduce the change by involving all the workers in it, since the workers lacked training and knowledge about productivity and cost reduction effects of this equipment. Ultimately, the new material handling equipment was installed with the active cooperation of the workers.

A few months afterwards, the company decided to install a sophisticated fixture in the electronic assembly department among a group of technical workers. Considering Mr. Kumar's success in the previous change. This job was also assigned to him. Mr. Kumar did not expect any opposition about the proposed change since the group consisted of educated employees, who were in a better position to understand the company problems and utility of the new fixture. Accordingly, he did not make much efforts before introducing the new equipment as he had done in the previous situation. The result was beyond everybody's imagination. The group resisted tooth and nail the introduction of the new system until it was given up. The mistake proved very costly to Mr. Kumar and he lost this job.

Questions :

- A) How do you explain the behaviour of the two groups in accepting or rejecting the change contemplated by the management ?
- B) What is the consequence of failed change attempt ?
- C) What, in your opinion, Mr. Kumar would have done to avoid resistance by the technical group to the proposed change ?