

KADI SARVA VISHWAVIDYALAYA, GANDHINAGAR

MBA Semester I

End Term Examination December 2013

CC 106 Organizational Behaviour

Dt: 30.12.13

[Time: 2.5 Hours]

Total Weight age: 40%

- Q-1 (A) Define the following terms briefly. 4%
- (1) Organizational behavior
 - (2) Value
 - (3) Conflict
 - (4) Self Efficacy

- Q-1 (B) What are the major challenges faced by the managers in applying OB concepts in 21st century? 4%

OR

- Q-1 (B) Explain in brief: How is the study of Organizational Behavior useful to managers? 4%

- Q-2 (A) What are shortcuts in judging behaviors of others? Explain with suitable examples. 4%

- (B) You are hired as a Sales Manager for the Gujarat region by reputed FMCG company of India. Your job involves planning, organizing and controlling sales functions. You are also authorized to direct, motivate, hire and fire the sales executives in your area. Describe how you can use bases of power to achieve desirable sales target for your company. 4%

OR

- Q-2 (A) How do Group Norms and Group Status affect behavior while working in group? 4%

- (B) Suggest suitable Motivational Plan for: 4%
- 1) Software Engineer working in multinational IT company
 - 2) Labour working in factory manufacturing fire crackers

- Q-3 (A) Explain Big Five Personality model in detail. How does it affect behavior at work? 4%

- (B) Identify the factors affecting political behavior in the organization. 4%

OR

- Q-3 (A) Identify and discuss major job related attitudes in organization. 4%

- (B) Assume you are appointed as a team leader in one of the automobile company for product development, design, testing and production of new car for middle class. With the help of Team Effectiveness Model, explain which factors will affect success of the above mentioned team? 4%

- Q-4 (A) Explain following Leadership style in brief. Also cite suitable examples. 4%
- 1) Charismatic
 - 2) Transformational

- (B) Explain functional and dysfunctional effects of organizational culture on employee and organization. 4%

OR

- Q-4 (A) Identify and explain the forces which act as stimulants to change. Also provide suitable examples to support your answer. 4%

- (B) Differentiate between Distributive and Integrative bargaining strategies. 4%

ABC Chemical Ltd was Public limited Company with head office at Mumbai. Company had 6 manufacturing units located at Vapi, Nagpur, Panjim, Pune, Kanpur and Hyderabad. The total manpower in these six units was 1900. Kanpur unit had a manpower capacity of 450 employees, including 41 executives, 12 managers and remaining operators. A representative union was also registered in the name of Association of Chemical Workers in the company. This unit was working in 3 shifts and for all the seven days. The average age of the employees was around 30 years. ABC Chemical provided welfare facilities like – free canteen, free transportation, free uniform, medical re-imbursement up to 5% of the gross salary, home loan and all other benefits according to the statutory norms. They were provided 52 weekly off, 9 casual leaves and 22 earned leaves in line with Factory Act 1948 under Section 52. In spite of all the facilities provided to the workers, the absenteeism was very high (18%) thus creating problems in the production.

In January 2012, Management decided to start counseling. But, no change was observed until August 2012. So, following Incentive scheme was started:

- (a) Employee who had worked (out of 365 days):
 - more than 280 days: Rs 2,00,000 interest free loan,
 - more than 230 working days: Rs 1,00,000 interest free loan
 - less than 230: no loan facilities
- (b) In a period of 4 months, if an employee availed:
 - No leave: additional payment of Rs 1500.
 - Half-day leave: Rs 1000 and
 - One day leave: Rs 750.

Charge- sheet would be issued if workers would show no improvement.

During counseling sessions management found that low salary, festival celebration, dual employment, very good family background, age factor and defective recruitment policies (fresher taken from ITI was less serious about work and accomplishment of the organizational goals) were the main reasons for absenteeism. In the beginning of 2013, the rate of absenteeism had decreased from 18% to 16 %. But it was not satisfactory and hence management decided to start tea party, attendance awards, and recognition by senior executives and celebrating family day. In spite of giving monetary and social benefits, three employees remained absent for more than 200 days out of 280 working days. Therefore, the management finally decided to terminate them. At the end of the year 2013, the rate of absenteeism was reduced from 16% to 12%.

QUESTIONS

1. In your opinion, which alternative steps would be more effective for reducing absenteeism?
2. What is the role of non-financial incentives over the financial incentives in reducing the absenteeism in this case?

Seat No. _____

Enrolment No. _____

KADI SARVA VISHWAVIDHYALAYA UNIVERSITY
MBA Semester-I Remedial Examination, April 2014
Organizational Behavior (CC104)

Date: 26th April 2014

Duration: 2.30 Hrs.

Weightage : 40%

Instructions:

1. Draw figures if required.
2. Write precise answers with suitable examples.
3. Figures to the right indicate weightage.

Q-1

- (A) What is the definition of Leadership? Explain Fiedler's contingency model in detail. 4%
- (B) Explain the negotiation process. 4%

OR

- (B) What is the difference between distributive and integrative bargaining? What are the roles and functions of third party negotiation? 4%

Q-2

- (A) What is attribution theory? What are the three determinants of attribution? What are its implications for explaining organisational behaviour? 4%
- (B) Explain following Techniques: 4%

- 1) Sensitivity Training
- 2) Process Consultation
- 3) Appreciative Inquiry
- 4) Intergroup Development

OR

Q-2

- (A) What forces act as sources of resistance to change? 4%
- (B) Are unethical decisions more a function of an individual decision maker or the decision maker's work environment? Explain. 4%

Q-3

- (A) Does behaviour always follow from attitude? What are the major job attitudes? In what ways these attitudes are alike? 4%
- (B) Do values differ across generations and cultures? Why? 4%

OR

Q-3

- (A) What is personality? What are the Big Five personality traits? 4%
- (B) What is organisational behaviour? What are the challenges and opportunities for managers in using OB concepts? 4%

Q-4

- (A) What is the definition of Leadership? Explain the theories given by Ohio State Studies and University of Michigan Studies. 4%
- (B) What is organisational culture and what are its common characteristics? 4%

OR

Q-4

- (A) Explain any two Contemporary Leadership Roles. 4%
- (B) How is culture transmitted to employees? How can ethical culture created? 4%

Q-5

- Compare the theories of Motivation: (any two) 8%
- i) Hierarchy of Need and Theory X and Y
 - ii) Hierarchy of Need and McClelland's Theory of Need
 - iii) Goal Setting Theory and Management by Objectives

All the Best

KADI SARVA VISHWAVIDYALAYA

M.B.A SEMESTER – I End term Examination
Subject: Organizational Behavior (CC 104)

Date: 26/12/14
Time: 10.30 - 1 PM

Batch 2014-16
Marks: 40

Instructions:

1. This paper has **five** Questions.
2. Your answer should be **precise** and **to the point**.
3. Give examples and make tables, diagrams wherever necessary.

Q 1. (A) Discuss the role of Organization behavior in Managing employees. [4]

Q 1. (B) Mention and explain three components of attitude. [4]

OR

Q 1. (B) Explain Conflict resolution techniques briefly. [4]

Q 2. (A) What are the main five characteristics/dimensions of job? [4]

Q 2. (B) According to MBTI Theory of personality, describe the personality of a Painter and a Production manager. [4]

OR

Q 2.(A) What are the three major ways that jobs can be re-designed? In your view, in what situations would one of the methods be favored over the others? [4]

Q 2. (B) Why do people form groups? [4]

Q 3. (A) What do you mean by power tactics? Explain any four. [4]

Q 3. (B) Contrast trait and behavioral theories of leadership. Also mention key characteristics required for transformational leadership. [4]

OR

Q 3. (A) Write any 4 common bias and errors in decision making. [4]

Q 3. (B) Contrast the surface and deep level diversity. [4]

Q 4. (A) What is cognitive evaluation theory? What does it assume about the effects of intrinsic and extrinsic rewards on behavior? [4]

Q 4. (B) Discuss the model of socialization for new employees to adapt to the organization's culture. [4]

OR

Q 4. (A) What is stress, and what are the possible sources of stress? [4]

Q 4. (B) Explain three ego states of Transactional Analysis. [4]

Q 5 Read the following paragraph and answers the questions given at the end. [8]

“OK I admit it. I’m not a team player. I work best when I work alone and am left alone,” says Vijay Sharma. Vijay’s employer, an office furniture manufacturer, recently reorganized around teams. All production in the company’s Winnipeg factory is now done in teams. Vijay’s design department has been broken up into three design teams.

“I’ve worked here for four years. I’m very good at what I do. And my performance reviews confirm that. I’ve scored 96 percent or higher on my evaluations every year I’ve been here. But now everything is changing. I’m expected to be part of our modular-office design team. My evaluations and pay raises are going to depend on how well the team does. And, get this, 50 percent of my evaluation will be on how well I facilitate the performance of the team. My team members are not as efficient as I am. It is getting difficult for me to adjust with such kind of team members. I’m really frustrated and demoralized. They hired me for my design skills. They knew I wasn’t a social type. Now they’re forcing me to be a team player. This doesn’t play to my strengths at all.”

Questions:

1. Why Vijay is not happy with team performance? What kind of problems may arise while working in team?
2. According to you, what are those characteristics required for team to be effective? Explain with team effectiveness model.