

JUNE, 2022  
Bachelor of Business Administration (BBA) - Examination  
Second Semester  
Organizational Behavior

Time - 3 Hours]

[Max. Marks: 60]

Note: Attempt any three questions from Section A (15 marks each). Section B is compulsory and carries 15 marks.

**Section - A**

1. Define Organizational Behaviour. Outline the challenges and opportunities for OB practitioners in today's culturally diverse organizations.
2. What do you understand by personality? Why do people have different personalities?
3. Explain the stages of group development with suitable examples.
4. What do you understand by conflict? Explain the process of conflict with example on every stage.
5. Write Short Notes on *any two* of the following:
  - (a) Herzberg's Two Factor Theory
  - (b) University of Michigan Studies
  - (c) Vroom's Expectancy Theory

**Section - B**

**Case Study**

**Group - Storming to Performing Stage**

Arun had been promoted as supervisor in a plant manufacturing knitted rayon underwear. Before promotion, he had been loom fixer for five years.

Except for a little good mastered kidding Arun's coworkers had supported him well on his new job. And for the best two weeks most of them had been supportive while Arun was adjusting for his supervisory role.

A disturbing incident took place. Having just made the rounds of the department, Arun stopped in the men's washroom. There he saw two of his old buddies - Ram and Govinda - washing up. "See fellows, you should not be clear up now, It is at least another 15 minutes until quitting time," said Arun. "Get back on the floor and I will forget what I saw here."

"Come-off it, Arun" said Ram. "You used to slip early yourself on Fridays. Just because you have got little rank more, do not think you can act tough with us." To this Arun replied, "Things are different now. Either both of you get back on the jobs or I will make trouble." Ram and Govind said nothing more and they both returned to the shop.

From the time on Arun began to have trouble as supervisor. Ram and Govind gave him the silent treatment. For every few minutes there was a machine shut-down. Thus, an informal group was in midst of formation to work against Arun. This group is still in the storming stage and will definitely reach the performing stage as quickly as possible. Such incidents thus lead to formation of groups.

#### Questions for Discussion

1. Why did Mr. Ram behave against the normal rules?
  2. Do you think that the informal group will also reach the stage of performing like a formal group?
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MAY, 2023

Bachelor of Business Administration (BBA) - ATKT Examination  
Second Semester  
Organisational Behaviour

Time - 3 Hours]

[Max. Marks: 60]

Note: Section A comprise of 5 questions of 15 marks each. Students will require to attend any 3 questions. Section B Contains Case Study worth 15 Marks which is compulsory to attempt.

## Section - A

1. Define Organisation Behaviour. Explain its characteristics, challenges and opportunities.
2. Define Personality. Explain in detail the factors determining personality.
3. What is Learning? Discuss any 2 theories of Learning with examples.
4. Define Perception. Explain the process of Perception.
5. What is Motivation? Explain any 2 Motivational theories.

## Section - B

## MAKING OF BROOKLYN BLUE BIRDS

The case is about a professional baseball team called the Brooklyn Blue Birds. It was a best team once, then it faced a period of almost 10 years without a pennant i.e. it did not win a game for almost 10 years.

A new owner, Trudy Mills, acquired the Blue Birds with an intention to make them world champions again. She rebuilds the team by acquiring big name players and signed a manager, Marty Bellman, who was well known for his winning ways.

The first year after its reestablishment, Blue Birds came in second in the division. The next year began with great expectations. In starting few months of the year, the team performed extremely well and reached at the first place with a record of 20 wins and 7 losses. It was then, when the problems began. Sports column reported the rumors of conflict between players. One of its star players, Russ Thompson, publicly declared that he wanted to negotiate his contract as Trudy brought in so many players at much higher salaries than his.

The team began to lose matches. Marty decided to make a move and benched both the star players- Russ Thompson and Mickey Ponds. According to Marty, both of them were not playing up to their abilities and have been leafing.

Both of the players got annoyed and spoke to Trudy about this. Rudi called up Marty and asked why did he bench Russ and Mickey. She asked Marty to apologize to them and put them back in the starting lineup.

At this Marty angrily replied, "You hired me to manage the team, and that's first I'm doing. Keep your nose out of my business. You may own the team, but I manage it. Russ and Mickey will stay benched until I say otherwise."

Questions:

- (1) Describe the types of conflict that seem to exist within the Blue Bird Organization. What are the causes?
- (2) Is the conflict functional, dysfunctional or both? Explain.
- (3) Assume that Trudy has hired you as a consultant to help her resolve the conflict. Describe the steps that you would take.

JULY 2021

Bachelor of Business Administration (BBA) - Examination  
II Semester  
Human Behavior in Organisations

Time - 3 Hours]

[Max. Marks: 60]

Note: Attempt any three questions from Section A (15 marks each). Section B is compulsory and carries 15 marks.

**Section - A**

1. "Challenges and opportunities for organizational behavior are massive and rapidly changing for improving productivity and meeting business goals." Explain and Justify the statement.
2. "Our attitude is what influences all our actions". Explain and justify the statement in the light of components of attitude and explain various sources of attitude formation.
3. In your opinion, group decisions are better or individual decisions are better in business situations? Justify your answer with suitable examples.
4. "When conflict does occur, the results may be positive or negative, depending upon how those involved choose to approach it." Explain the statement in the light of conflict handling intentions.
5. Explain Hersey and Blanchard's Situational Theory and also explain that how this theory can be applied to become effective leader in current scenario.

**Section - B**

6. Read the case and answer the questions:

7.

**PRODUCT DEVELOPMENT TEAM**

Exel Corporation manufacture various types of material handling equipment - pallet trucks, hydro truck, hand trucks, platform trucks and stackers - which are used by manufacturing organizations. In these organizations, materials have to be handled many times between the receiving area and the final shipping area. Exel manufactures material handling equipments of standard size. In some cases, customized equipment are also manufactured, specially when the order is of significant amount. The company received an offer from a premier airline to develop and manufacture stackers to facilitate oil seal change operation in the landing gear of Boeing 747 aircrafts. Since the likely order was of significant value, the company accepted this offer.

The company has adopted functional organization structure to perform its various operations and there are four functional departments—manufacturing, marketing, accounting, and personnel. Since the company is not very large, most of the important decisions are made at the top, and functional departments have only operational authority. The company did not have any separate research and development unit. Therefore, it decided to create a team, known as product development team, to develop stacker for Boeing. Four persons were inducted in the team, three from manufacturing department and one from marketing department. All the team members were mechanical engineers. While those coming from manufacturing department were known to each other quite well, the person coming from marketing department was not known well to others.

The basic responsibility of the team was to design and test the stacker in consultation with airline personnel. The team was to report directly to the chief executive of the company who considered manufacturing of stackers to be used by airline as prestigious project. However, they were not sure about how to proceed in the matter and they raised this issue before the chief executive. In turn, the chief executive named Vikas as team leader, and advised all team members to prepare a note containing how team members should work, what facilities they need, and what problems they face in designing the stacker. Vikas was a mechanical engineer and has worked in the company's marketing department for five years. He was quite enthusiastic and extrovert. However, he was the youngest member of the team and the other three members of the team did not welcome the chief executive's idea of naming him as the team leader. The team met many times during two subsequent days but the note regarding how the team members should work was not finalized. Vikas informed this development to the chief executive who wondered what to do.

*Questions:*

1. Why did the product development team not function properly?
2. Advise the chief executive how he should proceed in the matter so that the stacker is developed well in time.

April 2019

## Bachelor of Business Administration (BBA) Examination

II Semester

**HUMAN BEHAVIOUR IN ORGANIZATIONS**

Time 3 Hours]

[Max. Marks 60  
[Min. Marks 24]

**Note :** Attempt any three questions from Section A. Each question carries 15 marks. Section B is compulsory and carries 15 marks.

**Section A**

1. Define Organizational Behaviour. Discuss the contribution of various disciplines to organizational behaviour.
2. What are the factors that affect Perception ? Also explain attribution theory with example.
3. Define Groups and Teams. Explain the stages of group development.
4. What is Leadership ? Describe Trait Theory and Path-Goal Theory of Leadership.
5. Write short notes on any two of the following :
  - (a) Emerging trends in Organizational Behaviour.
  - (b) Types of Conflict.
  - (c) Herzberg's Theory of Motivation.

**Section B**

6. Analyze the case and answer the questions :

**DYSFUNCTIONAL CROSS-FUNCTIONAL PRODUCT DEVELOPMENT TEAM**

Consider a cross - functional product development team designing a subsystem of a new model of an automobile. This team is responsible for the design of the car's interior. They are at mid stage in the design process. Many decisions have been made about the design and functionality of the interior. Models have been developed and general layouts for components (e.g. the console, instrument panel, etc.) have been determined. Engineering feels it has worked out most of the major functionality issues and was able to remain within budget, but just barely. Then design comes in with a change in styling. In order to maintain brand identity, the shape and flow from the instrument panel to the console needs to change. Engineering is furious. Implications for this change are large. The changes will require a redesign of the placement of internal components within the instrument panel and console. To make these changes will be costly – it will require money that is not there. Design is indifferent to these concerns – they believe that the aesthetic component is what sells the car – and their job is to make sure the automobile sends a coherent message to the customer.

Each group sees the problem from its own perspective and neither is willing to give ground. Engineering tells design, "It can't be done." Design is tired of engineering's "no can do" attitude and continues to put pressure on engineering until engineering is willing to "make it work." Several meetings occur in which engineering and design try to convince the other on the merits of their positions. Arguments get heated, tempers flare. Little progress is made. After many heated discussions, a compromise solution is reached which moves away from the design intent, compromises functionality, and increases cost.

Questions:

1. What type of conflict can you characterize from the case and why?
2. What could the team have done to find better solution?

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May 2018

Bachelor of Business Administration (BBA) Examination

II Semester  
**HUMAN BEHAVIOUR IN ORGANIZATIONS**

Time 3 Hours]

[Max. Marks 60  
[Min. Marks 24

**Note :** Attempt any three questions from Section A. Each question carries 15 marks. Section B is compulsory and carries 15 marks.

**Section A**

1. What is Organization Behaviour ? Explain In the light of the O. B. Model.
2. What are the various Theories of Learning ? What role does learning play in understanding individual behaviour ?
3. Whenever there is interaction there is conflict. Explain the statement with the help of types, process and resolution of conflict.
4. Compare the Motivation Theory of Abraham Maslow with Frederick Herzberg's Motivation-Hygiene Theory.
5. Write short notes on any two of the following :
  - (a) Contributing Disciplines to the Field of O. B.
  - (b) Personality Traits relevant to O. B.
  - (c) Group Decision Making.
  - (d) Trait Theory of Leadership.

April 2019

Bachelor of Business Administration (BBA) Examination

II Semester  
E-COMMERCE

Time 3 Hours]

[Max. Marks 60]

Note : Attempt any five questions. All questions carry equal marks.

1. Explain e-commerce framework and Its applications In detail.
2. What Is EDI ? Discuss its benefits and demerits.
3. Discuss the emergence of e-commerce on private networks along with the forces effecting on it.
4. What are various types of e-commerce ? Explain with suitable examples.
5. Write notes on the following :
  - (a) Cyber Laws.
  - (b) E-Commerce in India.
6. Describe various types of Electronic Payment System.
7. Explain General Model of Electronic Business and forces effecting It.
8. Write notes on the following :
  - (a) Registering Websites with Search Engines.
  - (b) Domain Name Registration.

**April 2017**  
**Bachelor of Business Administration (BBA) Examination**

IIInd Semester  
**HUMAN BEHAVIOUR IN ORGANISATIONS**

Time 3 Hours]

[Max. Marks 60  
[Min. Marks 24

Note : Attempt any three questions from Section A. Each question is of 15 marks. Section B is compulsory and carries 15 marks.

Section A

1. Explain the concept of motivation and discuss ERG Theory and Expectancy Theory of Motivation.
2. (a) Explain the process of group development with proper structure.  
(b) How personality determinants are useful in managing the behaviour of organization?
3. What do you mean by Perception ? Explain the factors affecting perception.
4. "Leaders are different from managers." Justify the statement and also explain Hersey and Blanchard's Situational Theory of Leadership.
5. Write short notes on any two of the following :  
(a) Cognitive Dissonance Theory.  
(b) Organisation Behaviour Models.  
(c) Conflict Management Techniques.

Section B

6. Analyse the case and answer the questions given at the end of the case :

**PRODUCT DEVELOPMENT TEAM**

Excel Corporation manufactures various types of material handling equipments — pallet trucks, hydro trucks, platform trucks, and stackers — which are used by manufacturing organizations. In these organizations, materials have to be handled many times between the receiving area and the final shipping area. Excel manufactures material handling equipments of standard size. In some cases, customized equipments are also manufactured, especially when the order is of significant amount. The company received an offer from a premier airline to develop and manufacture stackers to facilitate oil seal change operations in the landing gear of Boeing 747 aircrafts. Since the likely order was of significant value, the company accepted this offer.

The company has adopted functional organization structure to perform its various operations and there are four functional departments—manufacturing, marketing, accounting and personnel. Since the company is not very large, most of the important decisions are made at the top, and the functional departments have only operational authority. The company did not have any separate research and development unit. Therefore, it decided to create a team, known as product

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development team, to develop stacker for Boeing. Four persons were inducted in the team, three from manufacturing department and one from marketing department. All the team members were mechanical engineers. While those coming from manufacturing department were known to each other quite well, the person coming from marketing department was not known well to others.

The basic responsibility of the team was to design and test the stacker in consultation with airline personnel. The team was to report directly to the chief executive of the company who were quite enthusiastic as they have perceived that they have been assigned a prestigious project. However, they were not sure about how to proceed in the matter and they raised this issue before the chief executive. In turn, the chief executive named Vikas as team leader and advised a team members to prepare a note containing how team members should work, what facility they need and what problems they face in designing the stacker. Vikas was a mechanical engineer and has worked in the company's marketing department for five years. He was quite enthusiastic and extrovert. However, he was the youngest member of the team and the other three members of the team did not welcome the chief executive, idea of naming him as the team leader. The team met many time during two subsequent days but the note regarding how the team members should work was not finalized. Vikas informed this development to the chief executive who wondered what to do.

#### Questions:

1. Why did the product development team not functions properly?
2. Advise the chief executive how he should proceed in the matter so that the stacker is developed well in time.

**April 2016****Bachelor of Business Administration (BBA) Examination****IIInd Semester****HUMAN BEHAVIOUR IN ORGANISATIONS**

Time 3 Hours]

[Max. Marks 60

[Min. Marks 24]

Note : Attempt any three questions from Section A. Each question carries 15 marks. Section B is compulsory and carries 15 marks.

**Section A**

1. What do you understand by Learning ? Explain various theories of learning.
2. What do you understand by Group Decision Making ? Discuss various techniques of Group Decision Making.
3. Define Motivation and explain Maslow's and Herzberg's Theory of Motivation.
4. (a) Discuss the Attribution Theory with suitable examples.  
(b) Define Conflict and explain various types of conflict.
5. Write short notes on any two of the following :  
(a) Difference between Team and Group.  
(b) Contributing Disciplines to the field of OB.  
(c) Hersey and Blanchard's Situational Theory.

**Section B**

6. Analyse the case and answer the questions given at the end :

**AN OVER-CONFIDENT EMPLOYEE ?**

Firms are downsizing. Consumer confidence is plunging. Given the uncertain economic environment, why should anybody give up a secure job ?

It may seem odd, but competent people still do it everyday. They job-hop in search of greener pastures. Take Sridhar, a software expert in a Bangalore-based firm, who scribbled the following remarks on his exit interview questionnaire.

'This job is not right for me. I would like to have more input on decisions that affect me, more chance to show what I can do. I do not get enough feedback to tell me if I am doing a good job or not, and the firm keeps people in the dark about where it is headed. Basically, I feel like an interchangeable part most of the time.'

In reply to the question whether the firm could have done anything to retain Sridhar, he replied 'probably not'.

Why do so many promising employees leave their jobs ? And why do so many others stay on but perform at minimal levels for lack of better alternatives ? One of the main reasons — Sridhar's reasons — can be all but invisible, because it is so common in so many organisations; a systematical failure to keep good people.

Companies should worry about people like Sridhar. By investing in them they may actually help reduce turnover, save on training costs, increase productivity, improve quality, and reap the benefits of innovative thinking and teamwork.

Human resource professionals and managers can contribute to corporate success by encouraging employees' empowerment, security, identity, and competence. How? By recognizing the essential components of keeping their best people and by understanding what enhances and diminishes those components.

Sridhar doubts that his firm will ever change, but other organisations are taking positive steps to focus on and enhance employee retention. As a result, they are reducing turnover, improving quality, increasing productivity, and saving on their training costs.

Questions :

- (1) Do you think that Sridhar's self-esteem had anything to do with his leaving the firm?
- (2) What do you think were Sridhar's satisfaction with and commitment to the job and firm he is leaving?
- (3) What lessons can this firm learn from the case of Sridhar? What can and should it now do?
- (4) Which theory of personality does best describe Sridhar's behaviour?

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**May 2015****Bachelor of Business Administration (BBA) Examination**

IIInd Semester

**HUMAN BEHAVIOUR IN ORGANISATIONS**

Time 3 Hours]

[Max. Marks 60  
[Min. Marks 24]

Note : Attempt any three questions from Section A. Each question carries 15 marks. Section B is compulsory and carries 15 marks.

**Section A**

1. Define Organisational Behaviour. Explain and draw Basic OB Model.
2. Define Attitude and explain various organisation related attitude with suitable examples.
3. Explain various types of group. Also discuss stages of group development.
4. Define Conflict and explain the process of conflict.
5. Write short notes on any two of the following :
  - (a) University of Michigan Studies.
  - (b) Alderfer's ERG Theory.
  - (c) Classical Conditioning Theory.
  - (d) Determinants of Personality.

**Section B**

6. Analyse the case and answer the questions given at the end :

**CASE: EXPRESS COURIER SERVICES**

Express Courier Services is engaged in providing courier services throughout the country. Besides all metropolitan cities, it has its branches almost in every large city. In providing its courier services, the company has put emphasis on fast and reliable delivery at the least possible cost. With this emphasis, the company has been able to attract large number of customers, both corporates and individuals. The company's financial performance has been quite satisfactory up to 2000. However, with the entry of low-cost couriers during 2000 and onwards, the number of customers of Express started declining. Many of these couriers have franchisees in different cities which collect and distribute parcels for the couriers on commission basis. Further, each of these couriers has a single branch even in very large cities rather than having a network of branches in a city. They collect parcels through franchisees which are mostly public call offices (PCOs). Parcels are also distributed through some of these PCOs. Because of such a system, operating cost of these couriers is comparatively much lower, hence lower courier charges to customers.

In order to face challenges posed by these low-cost couriers, Express Courier Services decided to make courier charges competitive by bringing them down. In order to maintain profitability at the existing level, it designed and implemented a cost cutting strategy. It was estimated by the company's management that operating cost would be brought down by about 10 per cent by changing the way the business was done. In a courier service, freight for sending parcels through transport (rail, road, and air) and employee cost are the major portion of operating cost. Since freight cost cannot be cut by a courier, Express Courier decided to cut

employee cost. For this purpose, all those employees who were on probation were retrenched by paying one month salary to each. In cities where the company had more than one branch, some of the branches were closed and the employees were adjusted in the remaining branches. For collecting parcels, the company took the help of PCOs. Some of these PCOs were also used for parcel distribution. With such changes, the company was able to cut its operating cost by 5 per cent in a year. However, these changes created attitudinal change in employees. Prior to change, employees used to talk highly about the company but the same employees started criticizing the company. Because of their low commitment, they started paying less attention to customers. With the result, customer complaints in the form of late receipt of parcels increased significantly.

#### Questions

1. What are the reasons for change in employee attitudes resulting in increased customer complaints?
2. What actions should management take to change negative attitudes of employees?