

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT

Office of the Dean

March - April 2018

Full Marks: 60

Time: 3 Hrs.

BIM / Seventh Semester / MGT 203: Organizational Behavior / Relations

Candidates are required to give their answers in their own words as far as practicable.

Group "A"

Brief answer questions:

[10 × 1 = 10]

1. Define the concept of organization behavior.
2. What do you understand by virtual organization?
3. State any four reasons of people joining the group.
4. What is flexible manufacturing system?
5. State the determinants of personality.
6. Write the full form of TOM and PERT.
7. Differentiate the authority from responsibility.
8. Show your acquaintance with 'Emotional Stability' as a personality dimension.
9. What do you mean by 'Halo Effect' in perceptual process?
10. How does 'Organic structure' differ from Mechanistic Structure?

Group "B"

Brief answer questions:

[6 × 5 = 30]

11. State and explain the challenges and opportunities for OB.
12. Why modern managers should study organization behavior? Explain.
13. Define the concept of personality and explain the major attributes of personality.
14. Critically examine the fielder's contingency theory of leadership.
15. What do you mean by 'Conflict'? Describe the techniques of managing conflict in an organization.
16. As a manager of an organization how do you overcome the barriers for effective communication? Explain.

Group "C"

Comprehensive answer questions:

[4 × 5 = 20]

17. Read the following case carefully and answer the questions that follow:
Mrs. Uma has been working in the administration of a hospital in Kathmandu for the last 15 years. She is highly committed and dedicated to her job and has very good relation with her superiors as well as with co-workers. About eight months ago, she was promoted into the upper ranks of management and was assigned to the supply department of a hospital as a manager.
Everybody was happy for her and promised her all the co-operation. Mrs. Uma finds the job very challenging and psychologically rewarding.

She is very good manager and an interesting person. Everyone in her department likes to come to work because Mrs. Uma makes the day interesting. Since she became the manager, absenteeism is down by over percent. She has a very pleasant personality and is always available to help her subordinates. She attends all the meetings fully prepared to discuss all issues under consideration. This is, as it was, at least until last month.

During the last month, she seems to have changed considerably for the worse. Both her superiors and subordinates find her behavior strange. She is not polite and amicable as she used to be. Last week she missed very important meeting of the top administrators. She was requested to research an issue and prepare the material to present at the weekly meeting. She did not do so. She is often late to work and does not take much interest in the communication she receives from superiors and other departments and does not respond to these memorandums in a timely manner. She has become aloof and seems tired most of the time.

The Director of the hospital Mr. Sharma noticed this change in her behavior early and has been covertly monitoring her behavior for the last three weeks. Early today, Mr. Sharma had a talk with one of the in-house psychiatrist explaining Mrs. Uma's changing work behavior patterns. The psychiatrist, Dr. Rishi suggested that perhaps she has been over working herself and takes her job too seriously. Mr. Sharma suggested to Dr. Rishi that he should talk to Mrs. Subhadra and find out if there were any difficult situations at home that might be affecting her behavior. Mrs. Uma has been married for over 20 years and has no children. Mr. Sharma is concerned that Mrs. Uma gets help before she suffers a total collapse. Dr. Rishi promised to do so.

Questions:

- a) What are some of the symptoms of overload? Does, Mrs. Uma seem to suffer from over working conditions? Explain your reasons.
- b) Given this information, do you think that there may be marital problems at her home which are affecting her work?
- c) Could it also be that her work is affecting her family life which is further affecting her work? Justify your speculations.
- d) It seems that Mrs. Uma is suffering from stress syndrome. If you were her close friend, what steps would you take to find out the real reasons for her stress and how would handle such a delicate issue?

