

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT

Office of the Dean
March - April 2017

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 belief.
2. What determines individual's personality?
3. What is skill base pay plan?
4. Show your acquaintances on group cohesiveness.
5. Name the dimensions of leader behavior identified by the Ohio State studies.
6. Define conflict.
7. Give the concept of matrix structure.
8. What is social information processing model of work design?
9. Mention any four methods of managing employee's stress.
10. Define organization development.

Group "B"

Short answer questions:

[6 × 5 = 30]

11. Define organizational behavior and explain the critical behavioral issues confronted by a modern manager.
12. Give the concept of perception. Explain the factors influencing perception.
13. What is work team? Explain the different types of work team.
14. Define leadership and explain the Fiedler's contingency theory of leadership.
15. Define communication and explain the barriers to effective communication.
16. What are common methods of work design? Explain the job characteristics model of work design.

Group "C"

Comprehensive answer questions:

[4 × 5 = 20]

17. Read the following case carefully and answer the questions that follow:

Mr. Umes Thapa recently passed his MBA from India and immediately started to work as CEO in his family owned Siddhartha Biscuit Factory. Mr. Umes introduced different rules and regulations for the betterment of his factory as well as to the employees. As CEO, he introduced free children education to the labor of the factory, he has started to construct new barrack for employee accommodation. He announced new bonus plan for the worker. He also introduced force retirement plan for the employees of age 60.

Mr. Madhav Bahadur is one of the oldest workers who is about to complete his 60 year in next month. Accordingly, a notice was served on Madhav Bahadur terminating his services for after completing 60 years as per company records. Few days later, Madhav Bahadur produced a birth certificate certifying that his age was 57 years. The company was obliged to withdraw the notice served on him and to continue his employment for three more years.

Madhav Bahadur worked in the processing section of the factory. In his youth, he was a group leader in the labor union and was always a terror to his worker, and supervisor staff. His performance on the job was not bad. However, for the last couple of years, he had become sick and weak and he could not even walk straight. During the eight-hour shift period, he used to sleep quietly in one corner to the knowledge of everyone, including the Factory Manager, who did not take action against him because he was about to retire in a few years. Madhav Bahadur also remained absent on many occasions on medical grounds. Fearing that he would be discharged on medical grounds, he produced a fitness certificate from one of the doctors so that the management would be legally bound to employ him.

Madhav Bahadur himself orally admitted before the management that he could not work at all. He had offered to resign if (1) the management gave him 25 months' salary as compensation in addition to what was entitled to under the retirement rules; or (2) the management would appoint his son. Madhav Bahadur's son was equally active in political party affairs and was believed to be the leader of a group of gangsters. Considering the other alternative of paying him 25 month's wages, management wondered whether such a course of action, apart from its financial implications, would set a good precedent. They also considered why disciplinary action should not be taken against a person who could not stand even for a few minutes. While considering all these alternatives, management was well aware of the Union's strength and the desirability of avoiding any situation that might disturb union-management's relations. However, management was certain that some action should be taken in the matter.

Questions:

- a) What is the main problem in the case? Mention.
- b) What could have been done to avoid such problem in the company? Explain.
- c) What would you do to Madhav Bahadur as the manager of the company? Explain.
- d) Explain the pros and cons of appointing Madhav Bahadur's son in his place and taking no action continuing Madhav Bahadur in employment till he retires.

