

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT

Office of the Dean

April 2019

Full Marks: 60

Pass Marks: 27

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. State any two outcomes of organizational behavior system.
2. Give two common beliefs of Nepalese employees.
3. Define perception.
4. How does learning influence in behavior?
5. State any two features of introvert person.
6. State hygiene factors according to Herzberg Theory of Motivation.
7. Differentiate between team and group in two points.
8. State any two contingent variables affecting leadership.
9. Define social loafing.
10. State any one strategy for conflict resolution.

Group "B"

Short answer questions:

[6 × 5 = 30]

11. Explain the basic assumptions of organizational behavior.
12. Explain the perceptual process for making perception.
13. State and explain various factors influencing learning.
14. Explain The Big Five Personality traits.
15. Explain the ERG theory of motivation with its application in organization.
16. Suggest different types of group level interventions.

Group "C"

Comprehensive answer questions:

[4 × 5 = 20]

17. Read the following case carefully and answer the questions that follow:
Chief Executive Officer (CEO) of ABC manufacturing company, Satish Shakya, is known as a good manager for managing large group with ideal belief that people respond best when the pressure is on them. Shakya has tremendous energy works full day from 8 am and stays late evening for office. He expects the same from other employees too. He always asks his managers for decision based on facts and request to collect information in regular basis. He is a stickler for details and often sends his managers running back from meetings to collect

more facts. He wish face to face meeting in regular basis. He has very aggressive questioning style and feels irritated when he notices mistakes. He tends to intervene as soon as he suspects a deficiency.

Shakya calls all the employees involved together in one room, irrespective of position and forces the facts out on to the table. He politely show the disagreement and forces to find the solution as soon as possible. He often presents self in a very challenging style for example "I don't believe to you to have such minor mistake, though you did not care more", "I believe you do not lie but the information, I think is not correct", "I believe you are self-sufficient to solve the problem", etc. He remarks such comments in public, often to senior managers even in the presence of their subordinates.

HR manager, Hari Ghimire, is another most loyal employee of Shakya who reports him every single information throughout the day. He finds the way that Shakya presents self is degrading the employee satisfaction and also feels that, as HR manager he must do something to change Shakya's style. Ghimire is seriously concerned about the effects of Shakya's behavior.

Ghimire clearly finds signs of job stress on his colleagues from the long hours they need to work and the way of comments he used to make. Because of the excessive work pressure, employees become more inconsiderate to one another and less co-operative. They rarely laugh at their working hours. They think that spending lot of productive time talking with Shakya which increases the office hours. They report that they are hardly managing their family time. Ghimire, interestingly, has noticed that the managers are committing more mistakes and they are less willing to accept mistakes. They try more to conceal the problems from Shakya to escape his anger.

Questions:

- a) What are the symptoms of conflict in the above case? Justify your answer.
- b) Analyze and explain Shakya's leadership style. Do you think the leadership is appropriate in modern organization? How?
- c) What is your analysis of Shakya's style of problem solving or more problem creating? Justify.
- d) What are the options you think available to overcome the situation? Why?

