

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT

Office of the Dean

September - October 2023

Full Marks: 60

Pass Marks: 30

Time: 3 Hrs.

BBM / Fifth Semester / MGT 203: Organizational Behaviour

Candidates are required to answer all the questions in their own words as far as practicable.

Group "A"

Brief Answer Questions:

[6 × 1 = 6]

1. What do you mean by cognitive dissonance?
2. Mention the components of OB system.
3. Enlist any two characteristics of organizational leadership.
4. Mention two reasons for resistance to change.
5. Write any two features of dysfunctional conflict.
6. Differentiate team from group.

Group "B"

Descriptive Answer Questions:

[6 × 3 = 18]

7. Describe the importance of organizational behavior in today's organizational setting.
8. Explain perceptual process.
9. Explain any three major determinants of individual behavior.
10. Describe any three reasons why groups are important in organization.
11. Mention hygiene factors of Herzberg theory.
12. Mention the Kurt Lewin's change model.

Group "C"

Analytical Answer Questions:

[4 × 6 = 24]

13. Explain the classical conditioning theory of learning.
14. Explain different issues in organizational communication.
15. "Conflict has the positive consequences if managed properly". In the light of the statement, briefly discuss on conflict resolution techniques.
16. What is Organization Development? Explain different OD interventions.

Group "D"

Comprehensive Answer Questions:

[4 × 3 = 12]

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

One of the most successful discount department stores in America is known as Wal-Mart stores and is named after its founder Sam Walton. Because of the phenomenal success of these stores, Sam Walton's leadership, the stores have enjoyed continuous growth and

expansion. By mid 1980s, the chain had over 700 stores and increasing at the rate of an additional 100 stores per year. Its sales increased annually by over 35% per year and the profits have soared close to 40% per year every year since 1975.

Sam Walton, until he died in 1992, took personal interest in his employees. His managerial philosophy was to get right people in the right places and then give them the freedom to be innovative to accomplish their tasks. He called his employees as associates and treated them as associates. As per company policy, all associates are eligible for profit sharing plans, which motivate the employees further. The managers of the stores are required and encouraged to meet with their employees in a social setting to discuss their concerns as well as issues of organizational interest, and this makes the employees feel that their input is taken seriously by the management.

Sam Walton himself led a simple life. He did not exhibit any aura about himself, giving the employees a feeling that he was one of them. He and his executives regularly travelled in company owned planes to visit Wal-Mart stores situated at various sites across the country. He met with sales clerks, stock boys and sales managers to find out what items were popular. He knew most of them by their first names and addressed them so. He initiated "employee of the month" in all categories and created honour roles for more successful stores. This created inner competition requiring extra effort to improve sales and service. This policy gained high respect for him as a leader.

The administration of the organization is very cost conscious. It only spends about 2% of sales for general administrative expenses. It shops for suppliers at bargain prices all around the world and has built giant warehouses around the country in such a manner so that most stores are within six hours of driving distance from a warehouse. This helps in better delivery system and reduced inventories at retail stores. Each store prepares monthly financial report which can be studied line by line to look for ways to reduce costs further. These cost savings are passed on to the customers and this in turn generates customer loyalty. Wal-Mart slogan of "Quality you need, prices you want" has become a generic organizational statement.

Questions:

- a. Make a list of major reasons for the company's phenomenal success.
- b. How would you describe Sam Walton as an effective leader?
- c. What practices motivate employees based on the case?
- d. Walmart is now facing intense competition. What approaches do you suggest to manage organizational change?

