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I Semester M.B.A. (Day) Degree Examination, July - 2022**MANAGEMENT****Organisational Behaviour****(CBCS Scheme 2014 -15 Repeaters)****Paper : 1.2****Time : 3 Hours****Maximum Marks : 70****SECTION - A**Answer any **Five** of the following questions, each carries **5** marks.**(5×5=25)**

1. Define Organizational Behavior. Why do we study OB?
2. How does the study of Personality help in understanding Organizational Behavior?
3. What are Values? How do they differ from Attitudes?
4. Explain the term "Group". What purposes do Groups have?
5. Define Conflict. What are the sources of Conflict?
6. Define Organizational Culture. Explain the various cultural dimensions.
7. Explain the process of organizational change.

SECTION - BAnswer any **Three** questions of the following, each carries **10** marks.**(3×10=30)**

8. "Personality is determined by the environment rather than hierarchy" - Do you agree or disagree. Justify your argument.
9. Compare and contrast Maslow's Need Hierarchy theory & Herzberg's Two Factor Theory of Motivation.
10. Describe Force Field Analysis and its relationship to Lewin's Change model.
11. In your view, which Leadership theory has the greatest practical application? Justify with examples.

[P.T.O.]



SECTION - C

Compulsory Question.

(1×15=15)

12. Case study

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 every day. The job-hopper in search of greener pastures. Kishor, a software engineer in a Bangalore based firm, 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 Kishor, 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 - Kishor's reasons - can be all but invisible, because it is so common in so many organizations; a systematic failure to keep good people.

Companies should worry about people like Kishor. 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.

HR professionals and managers can contribute to corporate success by encouraging employees' empowerment, security, identity and competence by recognizing, understanding and retaining the best people.

Kishor doubts that his firm will ever change, while few other organizations 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 Kishor's self-esteem - had anything to do with his leaving the firm?
 2. What lessons can this firm learn from the case of Kishor? What can it do? and what should it do now?
 3. Which theory of personality does best describe Kishor's behavior?
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