

1Q

Reg. No. _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST TRIMESTER MBA DEGREE EXAMINATION OCTOBER 2016

MBA 12 ORGANIZATIONAL BEHAVIOUR I

Max. Marks: 60

Duration: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. State the concept of Organizational Design
2. List out the process of competency development
3. Which are the elements of personality under Sigmund Freud's Psychoanalytic Theory?
4. Define group norms
5. What are the successes of power?

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. Critically evaluate the various approaches to the study of Organizational Behaviour
7. Develop an organizational process model with a view point of management consultant for a new generation organization
8. "A psychological contract consists of unofficial assumptions and perceptions in the work place". How far this statement is true in the modern organizational set up?
9. Enumerate the techniques of developing high performance teams
10. You are asked to settle the conflict between a manufacturing company and its dealers regarding the distribution of frozen desserts in Central Kerala. Consider all the available strategies for conflict management and suggest the most appropriate one with valid reasons of your choice.

(3x10 marks = 10 marks)

Part C

Compulsory question, the question carries 20 marks

11. A couple of months ago, you were appointed as the Head of Operations Department of Delight industries, one of the leading organizations which deal with industrial products for the last two decades in the country. You are concerned with the attitude and performance of Mr. John James, a member of your department. You have been able to come to terms with the rest of the members of the team. Performance of the Department was mediocre when you arrived, but you have achieved improvements by discussing and agreeing to new ideas of the staff, by establishing clear short term goals for each of your staff and by giving them timely feedback. However, this did not work with Mr. John James.

As an employee, the performance of Mr. John James is sloppy and untidy. He regularly misses deadlines and is in the habit of coming late to office and going early. He seems to resent you and appears to take perverse pleasure in thwarting your intentions. You came to know from his previous job records that he has considerable potential. He is a member of Governing Body of two local societies and both the Societies are full of praise for him. In addition to these, he runs a school football team very successfully and is popular with

his colleagues.

Questions:

- a. Analyse the above case and identify the root cause for such an attitude from Mr. John James in his official duties.
- b. How can you figure out the discrepancy in the present situation?
- c. As the Head of the Department, how will you handle Mr. John James?
- d. If your proposed plan of actions fails, what will be your next step?

(20 marks)