

Reg. No. _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST TRIMESTER MBA DEGREE EXAMINATION, OCTOBER 2017

MBA 12 ORGANIZATIONAL BEHAVIOUR I

Max. Marks: 60

Duration: 3 Hours

Part A

Answer all questions. Each question carries 2 marks.

1. Organizational Behaviour is interdisciplinary in nature. Explain.
2. Elucidate the concept of Organizational Design.
3. List out various models of Organizational Behaviour.
4. Define Emotional Intelligence? What are the dimensions of Emotional Intelligence?
5. Identify the power bases that lie with the individual and those that are derived from the organization.

(5x2 marks =10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks.

6. Briefly discuss various approaches to Organizational Behaviour.
7. "Change or die" is the rallying cry among today's managers worldwide. Substantiate the statement.
8. Explain the concept of Transactional Analysis. How does TA help predict behavior of employees in the organization?
9. 'Both formal and informal groups are necessary for the group activity just as two blades are essential to make a pair of scissor workable'. Comment.
10. Differentiate the functional and dysfunctional conflict. What are the various strategies of conflict management?

(3x10 marks =30 marks)

Part C

Compulsory question, the question carries 20 marks.

11. Henry Arnold is the Vice President of manufacturing and operations of a medium-size pharmaceutical firm in the Midwest. Arnold has a PhD in Chemistry but has not been directly involved in research and new product development for twenty years. From the "school of hard knocks" when it comes to managing operations Arnold runs a "tight ship". The company does not have a turnover problem, but it is obvious to Arnold and other key management personnel that the employees are only putting in their eight hours a day. They are not working anywhere near their full potential. Arnold is very upset with the situation because, with rising costs, the only way the company can continue to prosper is to increase the productivity of its employees.

Arnold called the human resources manager Larry Adams, and laid it on the line, “What is wrong with our people? Your wage surveys show that we pay near the top in this region, our conditions are tremendous and our fringes are also good. Yet these people still are not motivated. What in this world do they want?” Adams replied, “I have told you and the President time after time that money, conditions, and benefits are not enough. Employees also need other things to motivate them. Also, I have been conducting some random confidential interviews with some of our employees and they tell me that they are very disheartened because, no matter how hard they work, they get the same pay and opportunities for advancement as their co-workers who are just scrapping by.” Arnold replied, “Okay, you are the motivation expert. What do we do about it? We have to increase their performance.”

Questions:

1. Explain the motivation problem in the organization in terms of the content models of Maslow and Herzberg. (7)
2. On the basis of the responses during the confidential interview, what do you think are the expectations of employees in the company? (7)
3. Discuss the personality traits of the vice president, Henry Arnold. (6)
