

ST. PHILOMENA'S COLLEGE (AUTONOMOUS), MYSORE**PG DEPARTMENT OF COMMERCE****QUESTION BANK (Revised Curriculum 2018-20)****FIRST YEAR- SECOND SEMESTER (2019-20 Batch)****COURSE TITLE (PAPER TITLE): ORGANIZATIONAL BEHAVIOUR QP Code: 53103**

UNIT	S. I No	QUESTIONS	MARKS
1	1	Briefly explain the scope of OB.	5
1	2	What are the characteristics of Organisational Behaviour? Briefly explain.	5
1	3	Define the term 'Organizational Behaviour'. Briefly explain its scope.	5
1	4	Briefly explain the key elements of Organizational Behaviour.	5
1	5	Describe the key elements of OB.	5
1	6	Briefly explain the comparative role of management and OB in an organization.	5
1	7	Briefly explain the roles of OB and management in an organization.	5
1	8	What are the emerging challenges in OB.	5
2	9	Briefly explain the different biological factors that influence Individual Behaviour.	5
2	10	Write a note on environmental factors that influence Individual Behaviour.	5
2	11	Write a note on organisational factors which influence Individual Behaviour	5
2	12	Briefly explain the social learning theory.	5
2	13	Briefly explain the classical conditioning model of Pavlov.	5
2	14	Write a note on operant conditioning.	5
2	15	Write a note on cognitive learning.	5
2	16	Briefly explain the nature of learning.	5
2	17	Write a note on personal factors which influence individual behaviour.	5
2	18	Define personality. Does heredity affect the development of personality?	5
2	19	How do culture and family determine the development of personality? Briefly explain.	5
2	20	Briefly explain various factors that play an important role in determining the personality of person.	5
2	21	What is personality? Briefly explain its major determinants?	5
2	22	Write a note on learning theories.	5
2	23	Briefly explain the components of attitudes.	5
2	24	Write a note on basis for attitude change.	5
2	25	Write a note on job satisfaction with regard to work related attitudes.	5
2	26	Write a note on job involvement with regard to work related attitudes.	5
2	27	Write a note on organizational commitment with regard to work related attitudes.	5
2	28	Write a note on types of attitude change.	5
2	29	Write a note on attitudes and organisational Behaviour.	5
2	30	What do you understand by values? What are the main characteristics of values?	5
2	31	What do you mean by Attitude Change? Explain.	5
2	32	Briefly explain the sources of values. How do they influence performance in an organization?	5
2	33	What are terminal values?	5
2	34	What are instrumental values?	5
2	35	Why are values important to the study of organisational behaviour? Briefly explain.	5
2	36	What are the characteristics of values? Briefly explain.	5
2	37	What are values? State the sources of values.	5
2	38	Briefly explain the factors determining job satisfaction.	5

2	39	How does attitude affect individual Behaviour?	5
3	40	What are the stages of Group development? Briefly explain.	5
3	41	Define a group. Why do people join groups?	5
3	42	What do you mean by group cohesiveness? What are its consequences?	5
3	43	State the factors influencing cohesiveness in groups.	5
3	44	How does formal group differ from informal groups?	5
3	45	Explain the importance of leadership in an organization.	5
3	46	Briefly explain the different styles of leadership.	5
3	47	What are the qualities of a successful leadership?	5
3	48	Define communication and briefly explain the nature of communication.	5
3	49	Briefly explain communication process.	5
3	50	Write a note on formal communication.	5
3	51	What is informal communication or grapevine communication? Briefly explain.	5
3	52	What is downward communication? Briefly explain.	5
3	53	Write a note on written communication.	5
3	54	Write a note on oral communication.	5
3	55	Write a note on horizontal or lateral communication.	5
3	56	What is Gestural or non-verbal communication? Briefly explain.	5
3	57	What is the need or purpose of communication?	5
3	58	What is the importance of communication? Briefly explain.	5
3	59	Briefly explain the characteristics of communication.	5
3	60	What are the strategies used for resolving interpersonal conflicts? Briefly explain.	5
3	61	Define conflict. What are its sources?	5
3	62	What are conflicts? Why do they arise in organizations?	5
3	63	Write a note on positive outcome and negative outcome of conflict.	5
3	64	Explain briefly the consequences of conflict in an organization.	5
3	65	Write a note on functional conflicts.	5
3	66	Write a note on dysfunctional conflicts.	5
3	67	Briefly explain intra individual conflict.	5
3	68	What is role conflict? Briefly explain	5
3	69	What is interpersonal conflict? Briefly explain.	5
3	70	Write a note on group level conflict.	5
3	71	Write a note on organisation level conflict.	5
3	72	Briefly discuss the reasons of various types of conflicts in an organisation.	5
3	73	What is the concept of organisational conflict? Suggest measures to resolve inter group conflicts.	5
4	74	What do you mean by the term 'Motivation'? Explain Vroom's expectancy theory of motivation along with its implications.	5
4	75	Compare Maslow's theory with ERG theory.	5
4	76	Why is motivation important in an organization?	5
4	77	Examine Herzberg's two factor theory. What are its merits?	5
4	78	Motivation is based on rewards-what factors do you consider while deciding on	5
4	79	Discuss importance of motivation.	5
4	80	Write a note on the role of financial incentives in motivating employees.	5
4	81	What is motivation? Briefly discuss the nature and types of motivation.	5
4	82	How far motivation is important in an industrial undertaking?	5
4	83	Explain various motivational factors used in an organisation.	5

4	84	What is the concept of motivation? How does it affect behaviour	5
4	85	Can motivation be increased? Briefly explain various factors influencing motivation.	5
4	86	Give an account of McClelland's three needs theory.	5
4	87	Briefly discuss Alderfer's ERG theory of Motivation.	5
4	88	Write a note on McClelland's need theory of motivation.	5
1	89	Discuss the contribution of various disciplines to the field of OB.	10
1	90	What are attitudes? How are they formed? How can attitudes be changed?	10
1	91	What are attitudes? What are their functions? Explain the factors to be considered while changing attitudes.	10
1	92	Examine the various theories of learning.	10
1	93	What is meant by reinforcement? What types of reinforcement could be employed by the managers to make the employees learn new behaviours?	10
1	94	Does punishment strategy work in changing undesirable behaviour? Justify your reasoning.	10
1	95	What is the difference between positive and negative reinforcement? Explain with examples.	10
1	96	"Any observable change in behaviour is prima facie evidence that learning has taken place." Discuss.	10
2	97	Discuss various personal factors which influence individual behaviour.	10
2	98	What are attitudes? Explain the determinants of Attitudes.	10
2	99	What is personality? What are its major determinants? Explain.	10
2	100	What are the sources of attitudes? Explain.	10
2	101	Discuss the types of work-related attitudes.	10
2	102	Explain the causes of positive work attitudes.	10
2	103	What are the number of barriers which prevent people from changing their attitudes? Discuss.	10
2	104	Explain the ways of overcoming the barriers and change the attitudes.	10
2	105	What do you understand by the term 'Organizational Conflict'? Explain its sources and the consequences?	10
2	106	What is formal organization? Distinguish between formal and informal organizations.	10
2	107	What are conflicts? How do they arise? Explain different types of conflicts that arise in organizations.	10
2	108	What are conflicts? What are their sources? How can they be reduced in organizations?	10
2	109	Some people say that conflict is inherently bad, whereas others believe that some degree of conflict in organisations is desirable. Which view do you subscribe to and why?	10
2	110	Discuss conflict resolution techniques. What are the strengths and weaknesses of each?	10
2	111	Compare and contrast formal and informal organizations.	10
2	112	Explain group cohesiveness.	10
2	113	Discuss the different leadership styles, their merits and limitations.	10
2	114	"Effective leadership is a function of three factors the leader, the led and the situation." Discuss.	10
2	115	Define leadership. What is its importance in management?	10
2	116	Explain the types of communication based on organisational structure.	10
2	117	Explain the types of communication based on flow or direction.	10
2	118	Explain the types of communication based on media used or expression.	10
2	119	Explain the barriers to communication. How can they be overcome?	10

2	120	Explain the essentials of effective communication.	10
2	121	Explain the principles of communication.	10
3	122	Explain the term conflict resolution and mention the widely used conflict resolution techniques.	10
3	123	Compare and contrast Maslow's Need Hierarchy theory and Alderfer's ERG theory.	10
3	124	Motivation is based on rewards- Explain and discuss various types of rewards.	10
3	125	Discuss the relative importance of financial and non-financial incentives in motivation.	10
3	126	Discuss McGregor's theory X and theory Y.	10
3	127	Explain Vroom's Expectancy theory. Discuss its relevance in today's context.	10
3	128	What is the essence of Vroom's expectancy model of motivation? What are its merits and limitations? Critically examine Herzberg's Two factor Theory of Motivation.	10
3	129	Explain Vroom's Expectancy Theory.	10
3	130	Explain Equity theory of motivation.	10
3	131	Explain what is meant by the hierarchical nature of the needs. Is this hierarchy rigid? Discuss with suitable examples.	10
2	132	<p>Read the following case and answer the questions given at the end:</p> <p>Mindy Martin was no longer speaking to AI sharp. She had been wary of him since her first day at Alton products; he had always seemed distant and aloof. She thought at first that he resented her MBA degree, her rise in the company, or her sense of purpose and ambition. But she was determined to get along with everyone in the office, so she had taken him out to lunch, praised his work whenever she could, and even kept track of his son's Little League feats.</p> <p>But all that ended with appointment of the new Midwest marketing direct. Martin had her sigh on the job and though her chances were good. Sharp was not in the running because he did not have a graduate degree, but his voice was thought to carry a lot of weight with the top brass. Martin had less seniority than any of the competitors, but her division had become the leader in the company and top management had praised her lavishly. She believed that with a good recommendation from Sharp, she would get the job. But Walt Murdoch received the promotion and moved to Topeka. Martin was devastated. It was enough that she did not get the promotion, but she could not stand the fact the fact that Murdoch had been chosen. She and AI sharp had taken to calling Murdoch "Mr. Intolerable" because neither of them could stand his pompous arrogance. She felt that his being chosen was an insult to her, it made her rethink her entire career. When the grapevine confirmed her suspicion that AI sharp had strongly influenced the decision, she determined to reduce her interaction with Sharp to a minimum.</p> <p>Relations in the office were very chilly for almost a month. Sharp soon gave up trying get back in Martin's favour, and they began communicating only in short, unsigned memos. Finally, William Attridge, their immediate boss, could tolerate the hostility no longer and called the two in for the meeting. "We're going to sit here until you two become friends again," he said, "or at least until find out what's bugging you". Martin resisted for a few minutes, denying that anything had changed in their relationship, but where she saw the Attridge was serious, she finally said, "AI seems more interested in dealing with Walter Murdoch". Sharp's jaw dropped; he sputtered but could not say anything. Attridge came to the rescue.</p>	15

		<p>“Walter’s been safely kicked upstairs, thanks in part of AI, and neither of you will have to deal with his in the future. But if you’re upset about that promotion, you should know that AI had nothing but praise for you and kept pointing out how this division would suffer if we buried you in Topeka, with your bonuses, you’re still making as much as Murdock. If your work here continues to be outstanding, you’ll be headed for a much better place than Topeka.”</p> <p>Embarrassed, Martin looked at Sharp, who shrugged and said, “You want to go get some coffee? ‘Over coffee, Martin told sharp what she had been thinking for the past month and apologized for treating him unfairly. Sharp explained that what she saw as aloofness was actually respect and something akin to fear: He viewed her as brilliant and efficient. Consequently, he was very cautious trying not to offend her. The next day, the office was almost back to normal. But a new ritual had been established: Martin and Sharp took a coffee break together every day at ten. Soon their teasing and friendly competition loosened up every one they worked with.</p> <p>Questions:</p> <p>a. What might have happened had William Attridge not intervened? b. Are the sources of misunderstanding between Martin and Sharp common or unusual?</p>	
2	133	<p>Read the following case and answer the questions:</p> <p>Uma Nair grew up in a small town near Trivandrum in Kerala State. She was the third generation of the Nair family in this town. Her grand-parents had come from Delhi after retirement to take care of herself and her younger brother. Her parents had always kept themselves busy in social functions and social service activities. However, neither of Uma’s parents had undergone formal college education, Surprisingly, her father’s I.Q. level was relatively very high. She used to get adequate encouragement from her parents, at every stage, to do well in education. They used to save their hard-earned money to let her pursue university education. Brought up under this affectionate parental care, Uma had tried to improve her mental faculties in every conceivable way. To support herself, she had also started taking up odd jobs during summer seasons. She always came out with flying colours both in her school and college days. She had very little difficulty in securing admission in Calicut University where she did her M.B.A. Her creative abilities had been immediately recognized by an Advertising Agency in Bombay, where she had gone to attend seminar on International Marketing during her University life. Uma now 38 years old, has been working in the same company for 15 years and has earned a creditable work record over the years.</p> <p>One of Uma’s co-workers is Rathan Singh. He grew up in a small town near Bhopal. His parents hold postgraduate degrees in Commerce. His grandfather has retired from military service very recently. Despite this rich family background, Rathan could not do well during his school and college days. He could, however, prove his mettle in organizing debates, functions and extra-curricular activities. After finishing his degree, he has obtained a Diploma in Journalism from a prestigious institute in Bombay. He has joined the advertising agency afterwards. Mr. Singh, now 27 years old, has been working in the company for 5 years and has a wonderful work record to his credit. He maintains good relations with all the employees in his section. He is young, dynamic and aggressive. He decides things quickly and his</p>	15

		<p>success rate is quite high in the company, of course, his competitive spirit had always earned him, no doubt, praise from the ‘top ‘but, at the same time, has bought him many enemies both within and outside the company. Though liked by his workers for his social Behaviour, he is disliked by his colleagues/competitors in the organization.</p> <p>Now, the job of a Chief Copy Editor has fallen vacant for which Uma Nair and Rathan Singh are the two potential candidates. The General Manager of the company declared: “The job demands a good personality. The prospective should be able to maintain good relations with all the people in the organization. We need someone who can get along with customers, coordinate organizational work and meet the deadlines.</p> <p>Questions:</p> <p>a. Based on the above brief sketches, explain the personalities of Uma Nair and Rathan Singh.</p> <p>b. Who is likely to get the job? Discuss male/female implications also.</p> <p>c. In your opinion who deserves the job?</p>	
2	134	<p>Read the following case and answer the questions given at the end:</p> <p>TVM Estate Private Limited, a Surat-based construction company, had been in the construction business since 2001. The company was led by Rahul Patel, a simple, honest and sincere man. In construction industry, he was labelled as the exception. He never compromised with his values and business ethics. The firm has successfully completed many medium and large sized commercial and residential projects. The gourd???? Was respected for honesty and commitment. Customers and clients held the company in high esteem. He was against short-cut ways to get things done.</p> <p>On many events, he quoted: “If we are doing the right thing, we need compromise with values. We must not do anything wrong that we cannot respect ourselves. We must exploit opportunities, not the people, a public property”. However, many employees, including top executives, believed that too much good could not always work. Other executives of TVM Estate believed that one must change with the system, when the system cannot be changed. Once insistence on ethics could restrict the progress. Fortunately, the company had been working successfully since its inception. Amar Shah, the marketing manager, who had been with the company for the last five years, had faced many practical problems due to the company’s strict business ethics.</p> <p>One day, he found an opportunity. The local authority was planning to construct a once-bridge. Immediately he met key position holders of the local body. He was disappointed as they asked for “Commission”, which was against company’s norms. With little compromise, the contact could be won easily. Mr. Amar Shah was confused. He could not decide what to do. He thought: We must do it. To take bribe is a sin but we cannot survive without giving the same. We don’t like malpractices, but it is the demand of the situation. From top to bottom in policies and bureaucratic system, honest deal seems illegal. Nowadays, consideration is treated as part of corporate life; it is an alternative way to get the work done. One ideology will harm one company’s interest”. “It is not the matter of fairness; it is the matter of our business. Our intention is pure; we will provide better quality work and services. Will the Boss permit us to do so? “Later Mr. Amar met another senior officer and</p>	15

		<p>discussed the issue. Meeting the ended without any conclusion and both of them decided to meet the Chairman (CEO).</p> <p>Questions:</p> <p>a. 'Nothing is absolutely right or wrong, but perception and attitude'. Discuss the statement with reference to Indian business environment.</p> <p>b. How would you perceive the current business environment? And how would you look at Amar's approach to business.</p> <p>c. As an expert, advise the company CEO what he should do in this matter.</p>	
1	135	<p>Organization Behaviour</p> <p>Arvind has just graduated from the IIM, Ahmadabad and has joined his family's small business at Moradabad. The business employs twenty semi-skilled workers. During the first week on his job, his father called and said," Arvind I have observed you working with the workers for the past two days and I want to advise you something I know. You have been taught human relations stuff at the institute, but it just does not work here. I was also taught the Hawthorne studies when I was in business school. I, too, was ever excited by them. But, in reality, there is more to managing people, than just being nice to them." Arvind is very confused and he wonders what to do.</p> <p>Questions:</p> <p>1. If you were Arvind, how would you behave in this situation?</p> <p>2. What phases of management, do you think, Arvind's father has gone through in his family business? How would Arvind explain to his father the new perspective that is needed?</p> <p>3. How will the study of organizational Behaviour help Arvind to be successful in his business?</p>	15
1	136	<p>Employee Behaviour at Browns Ltd.</p> <p>Browns Machine Parts was founded four decades ago by Jake and had grown into a moderate size corporation. Browns make replacement parts for large-scale manufacturing machines such as lathes and mills. The firm is headquartered in Kolkata and has three plants scattered throughout India. Three years ago, Jake Brown passed away suddenly and his business was inherited by his daughter Helen Brown. Although Helen grew up in the family business, she never understood her father's approach. Jake had treated his employees like part of his family. In Helen's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Helen took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help.</p> <p>In addition to changing the way employees were treated, Helen had another goal for Browns. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both threat and an opportunity. On the one hand, if she could compete effectively with high productive and profitable Japanese firms. From the day Helen took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20%. She instructed her first-line supervisors to crack down employees and eliminate all idle time. She</p>	15

		<p>also decided to shut down the company tennis field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion. Helen also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner-her. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Helen changed a number of operational procedures. In particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment. All in all, Helen thought, things should be going much better. Output should be up and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits.</p> <p>But that was not happening. Whenever Helen walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher than before but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially and training costs had gone up as a result.</p> <p>In desperation, Helen finally had hired a consultant. After carefully researching the history of the organization and Helen's recent changes, the consultant made some remarkable suggestions. The bottom line, Helen felt, was that the consultant thought she should go back to that "humanistic approach" her father had used. No matter how she turned it, though, she just couldn't see the wisdom in this. People worked to make a buck and didn't want all that participation stuff.</p> <p>Suddenly, Helen knew just what to do: She would announce that all employees who failed to increase their productivity by 10% would suffer an equal pay cut. She sighed relief, feeling confident that she had finally figured out the answer.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. How successful do you think Helen's new plan will be? 2. What challenges does Helen confront? 3. If you were Helen's consultant, what would you advise her to do? 	
1	137	<p>Managing Employees</p> <p>Manoj Kumar, a diploma holder has been working in Max Construction Ltd. for 16 years and has risen to become a Human Resource Manager. He has been working well with his CEO until lately, in a corporate restructure exercise; A.K. Saluja took over as CEO of Max. Being people-oriented, Manoj is quite popular with his colleagues and bosses. He is hardworking and responsible and usually goes home late. He abides strictly to the labour laws in addressing and resolving human resource problems. He takes pride in his work and gets a sense of achievement for being able to run his department effectively. Saluja is aggressive and demanding. He expects his managers to get to follow his instructions strictly. He instils a sense of urgency among his managers to get the job done even if they have to work at odd hours. He is famous at waking up his manager at 3:00 a.m. to solve problems at the construction site. He is no loner and avoids being around with his down-lines unless it is on official matters. He is also good at loading his managers with so much work that they have no time to socialize. The working atmosphere, once easy going and</p>	15

		<p>pleasant, soon become busy and tense. Several managers were unhappy about their predicaments. Manoj raised this issue to his new CEO who took it quite unpleasantly and eventually chased him out from his room. From that day onwards, Manoj could not do anything right for his boss. Every piece of work was rejected no matter how much effort he put into it. The working relationship between both of them deteriorated and became tense and bitter. Manoj feels frustrated and unhappy. He begins condemning his CEO's style of management to his colleagues. One day while in the midst of a meeting, nasty remarks from Manoj provoke Saluja to yell at him and accuse him of working like an office boy. Manoj loses his cool and uses obscenity on Saluja. He tenders his resignation soon after that incident which was accepted.</p> <p>Questions:</p> <p>1. Do you agree with Manoj's way of handling his boss? If yes, support your answer with rationales. If no, how would you manage Saluja if you were in Manoj's place?</p> <p>2. Do you support Saluja for the way he treats Manoj? If yes, support your answer with rationales. If no, how would you manage Manoj if you were in Saluja's place?</p>	
4	138	<p>Motivational Needs</p> <p>Mr Rahul Kakar is an accountant in Best Plywood Limited. He is a very reliable employee of the company and can always be counted upon to finish his work accurately and in time. He gets along very well with other employees and is quite popular among them. He has been working on the same position i.e. the accountant, for the past five years. However, he is not concerned about the fact that he has not been promoted, despite being a very efficient employee of the company. He is quite satisfied with his job considering that his pay is good, his boss is fair, the company treats its employees well and the working environment is quite good. He strictly follows a nine to five routine. After his office hours he devotes his time in pursuing his hobbies and other recreational activities. He regularly plays badminton in the evenings and paints also as a hobby. He also works as a volunteer in a hospital twice a week. During the financial closing months, he helps his friends in filling their income tax returns.</p> <p>Questions:</p> <p>1. Do you think, there is a problem in the above situation?</p> <p>2. Which of the needs, in Maslow's need hierarchy theory seem to be most important to Rahul?</p> <p>3. Is Job satisfaction important to Rahul? Justify your answer.</p>	15
2	139	<p>NESAC PAINTS LTD.</p> <p>Subhash Jain had been a production line employee for nearly eight years with NESAC Paints Ltd. He was a very strong union man also. Five months ago, he was promoted as a supervisor of the production line on which he had previously worked. He was now part of the management and enjoyed his position. As a supervisor, Subhash noticed an employee who was repeatedly late for work. Subhash noted four occurrences and after the fifth in twenty days, sent the employee home without pay as stipulated in the labour management agreement. A grievance was filed by the union asserting that Subhash was harassing the employee. During a meeting in the plant managers office, the union chief claimed that Subhash was harassing the</p>	15

		<p>employee and the employee had come in time. Subhash insisted that the employee had come twenty minutes late. The plant manager also expressed concern at Subhas's Behaviour as a supervisor stating that several other employees had confided that Subhash seemed to enjoy harassing them. Subhash believes that union is out to get him. He likes his job as a supervisor and wonders why all the employees have turned against him.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Has Subhash's attitude changed since he became a supervisor? Explain. 2. What perceptions might the union members have formed about Subhash since he became a supervisor? 3. What should Subhash do now? 	
2	140	<p>PRIVILEGES FOR AN EMPLOYEE</p> <p>Mrs. Satinder is an accountant with a company. She has a mentally retarded child at home. She has had an excellent record for five years. In fact, she is so good that she has been given the added duty of instructing new employees in the department. About a month ago, the manager noticed change in the attitude and habits. She became irritable and moody, seeming to have her mind on something else. She was absent from her seat for long periods during the day, making telephone calls. She also left work early on several occasions. She had started taking leaves also off and on. Her manager knew of her child and thought that maybe she had some serious problem and he let her take advantage of the rules by overstaying the lunch break and otherwise not performing her work.</p> <p>One morning a respected employee came to the manager and reported that other employees were resentful of Satinder because they felt that she was given undue advantages. She was not performing her work well and other employees were at the point of revolt. According to the representative, everybody had one or the other personal problems at home and such problems should not interfere with the official duties. As her child was a permanent solution rather than taking under privileges from the office. The manager was in a fix. He sympathized with Satinder and in his opinion, she was also an excellent employee. But he could not allow this situation to become a precedent for the other employees in the organization.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Assuming you are in the manager's position, what you will do and why? 2. To what extent will you expect Satinder to conform to the organizations and groups standards? 4. "Effective leadership is a function of three factors the leader, the led and the situation." Discuss. 	15
2	141	<p>Read the following case and answer the questions:</p> <p>M/s Babootik Ltd., is a very well-known tent decorator with its head office in Varanasi. This organization has one thousand permanent employees, well versed in structure fitting, clothing, painting and decorating. If any outstanding puja or marriage of political pandals is to be constructed, Mr. Kam is reimbursed. He charges a very heavy amount for contracts, running to lakhs and crores in some cases. Employees are feeble and fragile though they are highly paid and also received additional rewards on the completion of a contract. Recently, some employees objected to painting of Kargil scenes on a puja pandal on the grounds that puja was worship of God and should not be politicized. A very old man rose with the help of stick and said the nation was equivalent to</p>	15

		<p>God and that any victory or achievements should be taken as an act of worship. All the employees agreed and constructed beautiful pandals in UP, Bihar, Calcutta, Orissa and Mumbai depicting the heroic activities of Kargil soldiers. The organization won acclaim for various reasons.</p> <p>Questions:</p> <p>a. Explore the personality of the organization.</p> <p>b. What is the problem to be revealed for expansion?</p>	
--	--	--	--

Note: The attached question paper is to be taken as a model question paper and all the M. Com II semester Question papers will have the similar pattern.

Q.P Code:15MCOMBH230

St. Philomena's College (Autonomous) Mysore

I.Com - Second Semester C3 Component – Final Examination April - 2017

Subject: COMMERCE

Title: ORGANISATIONAL BEHAVIOUR (HC)

Time: 3 Hours

Max Marks: 70

PART –A

Answer any FIVE of the following:

5x5=25

- What do you mean by Perception? Explain.
- Explain the different biological factors that influence Individual Behavior.
- What are the Strategies used for resolving interpersonal conflicts? Explain.
- What do you mean by the term 'Motivation'? Explain Vroom's expectancy theory of Motivation along with its implications.
- What are the stages of Group Development? Explain.
- How does role structure influence Group Behavior? Explain.
- Explain the key elements of Organizational Behavior.
- What do you mean by Attitude Change? Explain.

PART –B

Answer any THREE of the following:

3x10=30

- What do you understand by the term 'Organizational Conflict'?
- Compare and contrast Maslow's Need Hierarchy Theory and Alderfer's ERG Theory.
- Explain the different Group Decision making techniques.
- Bring out the Strategies for resolving intergroup performance.
- Explain Sheldon's Physiognomy Theory and Holland's Typology Theory of personality.

PTO

PART-C (Compulsory Question)

7.

Case Study:

Read the following Case and answer the questions:

1x1

M/s Babootik Ltd. is a very well known tent decorator with its head office in Varanasi. This organization has one thousand permanent employees, well versed in structure fitting, clothing, painting and decorating. If any outstanding puja or marriage of political pandals is to be constructed, Mr. Kam is reimbursed. He charges a very heavy amount for contracts, running to lakhs and crores in some cases. Employees are feeble and fragile though they are highly paid and also receive additional rewards on the completion of a contract. Recently, some employees objected to painting of Kargil scenes on a puja pandal on the grounds that puja was worship of God and should not be politicized.

A very old man rose with the help of stick and said the nation was equivalent to God and that any victory or achievements should be taken as an act of worship. All the employees agreed and constructed beautiful pandals in UP, Bihar, Calcutta, Orissa and Mumbai depicting the heroic activities of Kargil soldiers. The organization won acclaim for various reasons.

Questions:

- a. Explore the personality of the organization.
- b. What is the problem to be revealed for expansion?
- c. Develop a model of personality for the organization.
