

AP-251

M.B.A. Semester—I (New Course) Examination

**ORGANIZATIONAL BEHAVIOUR AND
EFFECTIVENESS**

Paper—MBA/105

Time—Three Hours] [Maximum Marks—70

Note :—(1) All questions are compulsory.

(2) Figures to the right indicate marks.

SECTION—A

1. (a) "Most people believe that biological factors are important in determining the personality of a person." Comment on this statement by taking various biological factors relevant for personality and their impact. 14

OR

- (b) What do you mean by attitude ? How is it formed ? Can attitude be changed ? Suggest managerial actions to change attitude. 14

SECTION—B

2. (a) How does formal group differ from informal group ? Briefly state the functions and problems of informal groups. 7

- (b) Gayatri Mill of Amravati wanted to form cohesive groups of small number of employees in all its departments so as to enhance their performances. Employees of this mill generally come from different backgrounds and have different aims and ambitions. They also belong to a diverse culture. While on work they did interact with each other but an appropriate intimacy never came into being amongst them. What failed the group formation in Gayatri Mills ? Explain. 7

OR

- (c) Discuss the nature of intergroup dependence. What are the behaviour pattern that emerge because of this intergroup dependence ? 7
- (d) 'Himal' is software development company, different groups are working under their group leader for the development of softwares as per the need of customers. Mr. Harish project leader, is looking after the needs and difficulties of all the groups, which may be consulted time to time by group leaders or any group members for guidance. Mr. Harish observed that one group has not contacted him from last six months or more and has a fluctuating success or failure history for this period. What can be the problem with group ? Considering yourself in place of Mr. Harish what initial steps will you take ? 7

He also purchased new calculating machines for the department which are quick, efficient and accurate, so that the assistants now do their calculations without making mistakes. In fact, he had just placed an order for a high-speed computer which would take away the boredom and monotony of all the laborious human calculations and would be a boon to all. Actually, once the computer is installed, the managers will not have to be dependent on the lower level staff. Whatever statistics or information the managers need, the computer will generate the data in no time at all. And the computer manufacturer was going to offer free programming sessions for all those who wanted to attend them. Manuals will also be made available to all the staff. It was the best of all possible worlds for the entire department and Mr. Rao could not understand why the staff were not more enthusiastic and some actually seemed rather unhappy.

- (A) Identify the problems in this case. 4
- (B) What kind of changes were prescribed by Mr. Rao and why ? 5
- (C) Discuss why the changes did not produce the desired results in this situation. 5

3. (a) Examine the sources of conflict. Suggest solutions to solve them. 7
- (b) Think of a manager you have worked under or a leader you have been in close contact with. What were the main sources of this person's individual power? What was your reaction to the ways this person exercised power? 7

OR

- (c) Discuss the ethical issues involved in power and politics. 7
- (d) You are asked to resolve conflicts which may arise due to individual characteristics in a department of local municipality. What types of techniques you would like to suggest? 7

SECTION—C

4. (a) Define organisational effectiveness? Why is organisational effectiveness relevant in the study of organisational behaviour? 7
- (b) Discuss the process of creativity and the important steps to be taken to develop new products and services. 7

OR

- (c) What do you mean by 'gender issues' ? Discuss the various facets of management of gender issues.

7

- (d) An R & D organisation constantly pursues for new and innovative ideas. Hence what do you suggest to generate new and innovative approaches to manage and imbibe research culture in an organisation ?

7

SECTION—D

5. Mr. Raja Rao was utterly baffled. He took over office four months ago and has since initiated several changes all of which are good. His main intentions in making the changes were that the office should look more professional and the employees should be facilitated to become productive without making them work too hard. The office now indeed looks more spacious with new layout and infact, his colleagues from the other departments who pass by, comment on how and professional the office looked ! Mr. Rao had put the secretaries desks close to their bosses cabins so that they did not have to walk up and down all the time. Previously, they were huddled together in the secretaries pool and whenever they had to take dictation. Which was several times a day - they had to walk quite a bit.