

Seat No.	
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M.B.A. (Part - I) (Semester - I) (CBCS)
Examination, April - 2016
ORGANISATIONAL BEHAVIOUR (Paper - VII)
Sub. Code : 57110

Day and Date : Friday, 01 - 04 - 2016
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 80

- Instructions :**
- 1) **Q. No. 1 and Q. No. 5 are compulsory.**
 - 2) **Attempt any Two questions from remaining.**
 - 3) **Figures to the right indicate full marks.**

Q1) Analyse following case and answer the questions below.

[20]

Pinki Desai was continuously on top of things. In school, she had always been at the top of her class. When she went to work for her uncle's shoe business, Fancy Footwear, she had been singled out as the most productive employee. The company was so impressed with her that it sent her to get an M.B.A. to groom her for a top management position. When Pinki graduated at the top of her class, she returned to Fancy Footwear and appointed as the head of the company's largest division.

She knew the pitfalls of being suddenly promoted to a leadership position, and she was determined to avoid them. In business school, she had read cases about family businesses that fell apart when a young family member took over with barking out orders, cutting personnel, and destroying morale. She knew a lot about participative management, and she didn't want to be labelled as an arrogant to all.

Pinki's predecessor, Ketan, had run the division from an office at the top of the building, far above the factory floor. Two or three times a day, Ketan would summon a messenger from the office on the second floor and send a memo out to group of workers. But as Pinki saw it, Ketan was mostly an absentee autocrat, making all the decisions from above and spending most of his time at extended lunches with his friends. Pinki's first move was to change all that. She set up her office on the first floor. From her always-open doorway she

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could see down onto the factory floor, and as she sat behind her desk she could spot anyone walking by in the hall. She spent the time from 11 to 2 down on the floor, walking around, talking, and organizing groups. The workers, many of whom had twenty years of seniority at the plant, seemed surprised by this new policy. In short span, Pinki established a worker productivity group, to set up goals in its particular focus area and develop plans for reaching these goals.

By the end of the first month, many of the senior workers refused to participate in the new programs launched by Pinki. She went to talk to the workers with whom she believed she had built good relations. Yes, they reluctantly told her, they are on the verge of retirement; all these changes did make them uneasy. They liked her, and they didn't want to complain. But given the choice, they would rather go back to the way Mr. Ketan had run things. They never saw Mr. Ketan much, but he never got in their work. He did his work, whatever that was, and they did theirs.

- a) Which problems would be noticed at Fancy Footwear?
- b) What were probable causes of these problems?
- c) Was it possible to introduce changes without negative reactions? How?

- Q2)** a) Explain different phases in evolution of OB. [10]
 b) Elaborate how OB contributes with psychology and economics. [10]

- Q3)** a) Discuss different factors that decide individual behaviour. [10]
 b) Describe the concept and determinants of personality. [10]

- Q4)** a) 'Motivation plays crucial role in organisational behaviour.' Justify. [10]
 b) State and explain organisational development techniques. [10]

- Q5)** Write short notes (Any Four): [20]
- a) Organisational Conflicts
 - b) Perception
 - c) Values
 - d) Leadership
 - e) Stress-Causes and Effects
 - f) Organisational Culture.

