

**G - 730**

**Total No. of Pages : 2**

Seat No.	
-------------	--

**M.B.A. (Part - I) (Semester - I) (CBCS) Examination,  
December - 2014**

**ORGANIZATIONAL BEHAVIOUR (Paper - VII)**

**Sub. Code : 57110**

**Day and Date : Wednesday, 17 - 12 - 2014**

**Total Marks : 80**

**Time : 10.00 a.m. to 1.00 p.m.**

- Instructions :**
- 1) **Q No. 1 and 5 are compulsory.**
  - 2) **Attempt any two from Q No. 2, 3, and 4.**
  - 3) **Figures to the right indicate full marks.**

**Q1) Read the case carefully and answer the questions given below it. [20]**

Indo Industrial Engineers (IIE) is a manufacturing unit producing auto components and is an OEM (Original Equipment Manufacturer) of Maruti Udyog Ltd. The company is very successful and is certified for quality and environment. The systems in the company seem to be matured and everything is moving as per plans.

The company recently conducted an Organizational Culture Survey in which it was found that the scores of openness, transparency, confrontation, are on a higher side whereas experimentation score is the lowest. This opened the eyes of the top management in the light of the fact that Tata Motors has announced that it will produce a car of Rs. 1 lakh with four doors. Since the company is OEM to Maruti Udyog Ltd. (MUL) which is going to face this competition in the market and is likely to pass this to their OEMs as they have done in the past. Indo Industrial Engineers have faced situations in the past that the price reduction has been executed from the Buyer's side which they were supposed to execute being an OEM of MUL. The top management remembers the good time when they use to just pass on the price rise in the production to the customer very easily following the cost plus model. But now those days are gone and market governs the price and the manufacturer is required to manufacture with the price specified by the market. There is complete shift in the paradigm from the suppliers market to the buyers market. The research and development is very weak in IIE which is reflected in the low

**P.T.O.**

score of experimentation in the organization culture survey. It was also found in the research survey that the top management is concerned about the lack of leadership qualities amongst the managerial cadre of the organization.

The top management is in a fix as the challenge of competition is going to be stiffer particularly in the light of Tata Motors announcement of producing the cheapest car.

Questions:

- a) Discuss the main issues of the case. What does research survey on organizational culture indicate? [10]
  - b) What leadership qualities are required to be developed amongst the employees of Indo Industrial Engineers? [10]
- Q2)** a) What do you understand by the term values? How values differ from attitudes? [10]
- b) Why do two persons interpret the same thing in two different ways? Explain. [10]
- Q3)** a) Explain Herzberg's Two-Factor Theory of motivation. [10]
- b) Describe the productivity approach to the study of OB. [10]
- Q4)** a) Explain the forces of change in the organization. [10]
- b) Explain the causes and effects of stress on industrial employees. [10]
- Q5)** Write short notes (any four) : [20]
- a) Determinants of Personality
  - b) Components of Attitude
  - c) Conflict Resolution
  - d) OD Strategies
  - e) Types of Organizational Culture
  - f) Leadership Styles in Managerial Grid.

