

Reg. No. \_\_\_\_\_ Name: \_\_\_\_\_

**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**FIRST TRIMESTER MBA DEGREE EXAMINATION NOV 2018**

**MBA 12 ORGANISATIONAL BEHAVIOUR-I**

Max. Marks: 60

Duration: 3 Hours

**Part A**

*Write short answers to all questions. Each question carries 2 marks*

1. What do you mean by contingency approach to OB?
2. What are different models of OB?
3. Explain boundary less organization.
4. Differentiate between formal and informal groups.
5. People gain power from various sources -Justify.

(5x2 marks = 10 marks)

**Part B**

*Answer any 3 questions. Each question carries 10 marks*

6. Identify the major behavioral science disciplines relevant to the development of organizational behavior. Explain the contribution of each discipline.
7. Decentralization is better than centralization. Justify.
8. Do you believe you can relate personality traits to career choice and successful work performance? Explain.
9. Distinguish between charismatic leadership from transformational leadership. Which type of leadership is more effective for an organization from the strategic view point?
10. A manager should be an effective conflict handler- Comment

(3x10 marks = 30 marks)

**Part C**

*Compulsory question, the question carries 20 marks*

11. Case Analysis:

You are in-charge of a small department and have three subordinates – Rahul, Jacob and Anand.

The key to the success of your department is to keep these employees as motivated as possible. Here is a brief summary profile on each of these subordinates.

Rahul is the type of employee who is hard to figure out. His absenteeism record is much higher

than average. He greatly enjoys his family and thinks they should be central to his life. He believes in hippie culture. As a result, the things that the company can offer him really inspire him very little. He feels that the job is simply a means of financing his family's basic needs and little else. Overall, Rahul does adequate job and is very conscientious, but all attempts to get him to do more, have failed. He has charm and is friendly, but he meets the minimal standards of performance.

Jacob is in many aspects different well with what is assigned to him, but he is not very creative. He is also a shy person who is not very assertive when dealing with people outside the department. This impacts his performance to certain extent because he cannot immediately sell himself to other departments of company as well to top management.

Anand, on the other hand, is a very assertive person. He will work for money and would readily change jobs for more money. He really works hard for the company but expects the company also to work for him. In his present job, he feels no qualms about working a 60-hour week, if the money is there. Even though he has a family and is supporting his father, he once quit a job when his employer didn't give him a raise on the basis that he was already making too much. He is quite a driver. A manager at his last place of employment indicated that, although Anand did do an excellent job for the company, his personality was so intense that they were glad to get rid of him. His former boss noted that Anand just seemed to be pushing all his time. If it wasn't for more money, it was for better fringe benefits; he never seemed satisfied.

### Questions

- a. Explain Rahul, Jacob & Anand by using one or more motivation theories? (7)
- b. Keeping these three people in mind suggest some modifications in the reward system of the company. (5)
- c. How does the equity theory applicable on the motivation levels of Rahul, Jacob and Anand? (8)

(20 marks)

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