

Reg. No. \_\_\_\_\_

Name: \_\_\_\_\_

**A P J ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**SECOND TRIMESTER MBA DEGREE EXAMINATION FEB 2019**

**MBA -21 ORGANISATIONAL BEHAVIOUR II**

Max. Marks: 60

Duration: 3 Hours

**Part A**

*Answer all questions. Each question carries 2 marks*

1. Explain "Role" in the context of Social System.
2. List out any four features of Learning Organization.
3. 'All employees should be trained to become assertive.' What is meant by 'Assertive Behaviour'?
4. Explain Planned Change.
5. Write brief note on Multi-cultural team.

(5x2 marks = 10 marks)

**Part B**

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

6. 'Organizational Culture guides and shapes the attitude of employees in the organization.' How can it be created and sustained?
7. Briefly explain the 'Social System' and how environment influences social system.
8. "No company today is in a particularly stable environment. Even those with dominant market share must change." In this context what approaches can be adopted by management to manage organizational change?
9. What are the antecedents of misbehavior? Discuss any five mis-behaviours that occur in an organization.
10. Discuss briefly the impact of culture on international negotiations.

(3x10 marks = 30 marks)

**Part C**

**Compulsory question, the question carries 20 marks**

Mr. Tushar had been hearing the rumour doing the rounds since the past ten days. However, as per his nature, he had ignored it and concentrated on doing his job even better. But today, Tushar had seen his name along with other names recommended and officially told to start attending the three month's computer course to gain knowledge on the usage of computers to textile industry.

Mr. Tushar, after completing a polytechnic diploma in Textile engineering had joined the JP Mills as a junior assistant in the design development department, some

twenty years ago. At the time of joining, the textile industry was booming. JP Mills was also doing well in terms of volume and profitability during the boom period. However, with the opening of the economy and the entry of many multi national ready made brands, a visible change was seen in the customers buying behaviour. The past seven to eight years has seen a shift in the customers' mind set towards purchase of ready to use wear.

This was unlike the earlier trend, when people preferred to purchase a well known textile company's cloth material (in this market JP Mills was doing very well and had almost 27% market share) and get their clothes stitched by any well known tailor. So as to keep in place with the new market requirement, the JP Mills owner and MD, Mr. Nithin Kapasi, decided to enter into a tie-up with an MNC, Sandy Wear Store, which wanted to enter into a joint venture with JP Mills to get a manufacturing base in India

It was in this connection, that the rumours started circulating about the management planning to remove the existing employees of JP Mills by introducing programmes for them under the guise of upgrading their knowledge in computers. When the rumours started initially, many executives and employees had put in their papers. But when many others, like Tushar, continued to put in their hours, but one could always sense their uneasiness. Hence, seeing his name on the notice board, made Tushar uneasy and he was expecting the worst, when he received a call from Nancy, the PA to the Personnel manager, Mr. Viresh, asking him to meet the latter after the lunch break.

Mr. Tushar, when he met Mr. Viresh, was pleasantly surprised to hear that in the new organizational set up, he would be required to do a lot of the work on the computer (packages). This would eventually result in a lot of cost saving for the company, because the available new computer packages in the market will help in reducing the time spent between receipt of order, selection of various designs (optimized selection can be done with the help of the new software packages) and execution of the orders in time. Mr. Viresh ended the talk by saying that the new management expected all this responsibility to be entrusted to Mr. Tushar and hence his name had been put up on the list of those required to attend various computer courses.

Questions:

- a. What factors had caused resistance to change among JP Mills employees?
- b. Do you agree with the strategy adopted by Mr. Viresh in communicating about the changes to Mr. Tushar?
- c. Could you suggest any other way of handling the above situation? Why?

(20 marks)