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**A P J ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**FIRST TRIMESTER MBA DEGREE EXAMINATION OCTOBER 2016**

**MBA 12 ORGANIZATIONAL BEHAVIOUR I**

Max. Marks: 60

Duration: 3 Hours

**Part A**

**Answer all questions. Each question carries 2 marks**

1. List out four basic approaches to the study of Organizational Behaviour.
2. Mention any four challenges to the field of Organizational Behaviour
3. What are the different components of Attitude?
4. Why do people join groups?
5. "If I like, respect and admire you, you can exercise power over me!" Which base of Power does the statement talk about? Mention the other bases of Power.  
(5x2 marks = 10 marks)

**Part B**

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

6. "Organizational Behaviour is an applied behavioral science built on contributions from a number of disciplines". Give an overview of the major disciplines and their contribution to the study of Organizational Behaviour.
7. "Varying results across the organizations are substantially caused by differences in the models of Organizational Behaviour followed by them". How far the statement is practicable according to your opinion?
8. Explain the major dimensions that are significant in human personality.
9. Explicate the application of Johari Window Model in improving self-awareness and mutual understanding between individuals within a group.
10. Critically evaluate the various levels of Conflict management styles.  
(3x10 marks = 30 marks)

**Part C**

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

11. The Kellogg's Company is the world's leading producer of breakfast cereals. Kellogg's was recently placed in the top 100 of the 'Best companies to work for list' in The Sunday Times. Keeping employees motivated is not easy.

Kellogg's offers competitive salaries. This gives people the means to acquire the basic needs for living. The Kellogg's Cornflex flexible benefits programme allows employees to choose those benefits that suit them. These schemes and competitive salaries help workers pay go further and so motivates them to be loyal to the company.

The company is committed to providing a safe and healthy work environment to prevent accidents. Employees are however accountable – that means they have to take responsibility for observing the health and safety rules and practices. Kellogg's also offers employees a range of working patterns. Some may want to work part-time; others may want career breaks or undertake home working. This helps employees to choose the best option for a healthy work-life balance. Kellogg's breakfast clubs and support for swimming promote a healthy life-style and keep the business activity in the community.

Kellogg's recognizes that all employees should feel that they contribute to the

achievements of the business. Feedback from appraisals helps to assess how far individuals contribute to the company's K-Values. Kellogg's positively recognizes and rewards staff achievements. Kellogg's provides employees with the opportunity to take on challenging and stimulating responsibilities.

Other initiatives within the organization include:

- Flexi time, home working, part-time working and job sharing
- Career breaks, parental leave, time off for dependents and maternity and paternity leave
- On-site gyms

Kellogg's sales team meets every Friday morning to share success stories of the week. Once a month, it recognizes individuals that have worked above and beyond the K-Values.

Questions:

- a) Using the Kellogg's example, explain the application of any two theories of Motivation
- b) Explain the application of Expectancy Theory in this context.

(20 marks)