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4500   30/12/45/.-   **HV-427**

January 2017
Bachelor of Business Administration (BBA) Examination

(Full Time) (New) Third Semester
BB-302 : ORGANIZATIONAL BEHAVIOUR

Time 3 Hours]   [Max. Marks 80

Note : Attempt any four questions from Section A and Section B is compulsory. Each question carries 16 marks.

Section A

1. Explain the concept, significance and scope of Organizational Behaviour.

2. Define Personality. Explain in detail the factors determining personality How analyzing individual's personality helps in organizational effectiveness ?

3. How does the Maslow's Theory of Motivation differ from Herzberg's Theory ? Describe the importance and limitations of these theories.

4. "The most effective leaders show great concern both for task and for people." Comment.

5. What is Organizational Culture ? How Indian core values help the organizations in development/ improvement of company's culture ?

6. Write short notes on any two of the following :
   (a) Learning Process.
   (b) Manager as a Change Agent.
   (c) Organizational Development.
   (d) Perception.

Section B

7. Analyze the following case and answer the questions given at the end :

ROLE CONFLICT AMONG TELEPHONE SERVICE EMPLOYEES

All supervisory jobs aren't alike Maggie Beckhard is just learning this fact. After having spent three years as a production-scheduling supervisor at a Proctor & Gamble manufacturing plant, she recently took a position as manager of telephone services at Ohio Provident Insurance. In her new job, Maggie supervises 20 telephone service employees. These people have direct contact with customers – providing quotes, answering questions, following up on claims, and the like.

At P & G, Maggie's employees knew they had only one constituency to please. That was management. But Maggie is finding that her employees at OPI have it more difficult. As service employees, they have to serve two masters-management and the customer. And at least from comments her employees have made, they seem to think there's a discrepancy between what they believe customers want them to do and what they believe management wants then to do. A frequent complaint, for instance, is that customers want the telephone rep's undivided attention and to spend as much time as necessary to solve their problem. But the reps see management as wanting them to handle as many calls as possible per day to keep each call as short as possible.

This morning, a rep came into Maggie's office complaining of severe headache. "The more I try to please our customers. The more stress I feel" the rep told Maggie "I want to do the best job I can for our customers but I don't feel like I can devote the time that's necessary. You constantly remind us that it's the customers that provide our paychecks' and how important it is to give reliable, courteous, and responsive service, but then we feel the pressure to handle more calls per hour."

Maggie is well aware of studies that have shown that role conflict is related to reduced job satisfaction, increased turnover and absenteeism, and fewer organizational citizenship behaviors. And severe role conflict is also likely to lead to poor customer service – the antithesis of her department's goals.

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After talking with her staff, Maggie concluded that regardless of whether their perceptions were accurate her people certainly believed them to be. They were reading on set of expectations through their interactions with customers, and another set through what the company conveyed during the selection process, in training sessions, and through the behaviors that management rewarded.

Questions :

1. What's the source of role conflict here ?

2. Are there functional benefits to management from role conflict ? Explain.

3. Should role conflict among these telephone service employees be any greater than a typical employee who works as part of a team and has to meet the expectations of a boss as well as his or her team members ? Explain.

4. What can Maggie do to manage this role conflict ?

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