

January 2015

Master of Business Administration (MBA) Examination

I Semester

Organisational Behaviour and Processes

Time : 3 Hours]

[Max. Marks : 80

Note : There are two-sections in this paper, Section A and Section B. Answer any four questions from Section A each question carries 15 marks. Section B is compulsory and carries 20 marks.

Section A

1. Define Learning. Describe various theories of Learning with their relevance in the organisation.
2. Explain Abraham Maslow's Hierarchy of Needs Theory of Motivation. How this theory is helpful in motivating employees ?
3. Define and classify Groups. Explain the stages of group development.
4. How is organisational culture analysed, managed and changed in an organisation ?
5. What are the causes of stress at work- place ? How can these causes be removed ?
6. Write short notes on : (any two)
 - (a) Cross Cultural Issues in OB
 - (b) Conflict Management
 - (c) Managerial Grid Theory
 - (d) Emotional Intelligence and Leadership Effectiveness.

Section B

7. Read the given case and answer questions given at the end :

Inderjeet, about 40, is the Chief Executive of a manufacturing company that belongs to a large group. He has firm ideas on how best to manage people. In general terms, he believes that people respond best when the pressure is on them.

Inderjeet has tremendous energy. He comes to work at 7.00 O'clock and stays late each evening. He works very hard and expects others to do the same. He is a stickler for details and often sends his managers running back from meetings to collect more facts. Face-to-face meetings with him are something like inquisitions. He has a very aggressive questioning style and feels irritated when he notices mistakes. He is proud that he can move heaven and earth to "fix" problems. Since he is good both in technical and financial matters, he tends to intervene as soon as he suspects a deficiency. He almost "pounces" to sort it out himself.

Whenever there is a problem to be solved, Inderjeet likes to call all those involved together in one room, irrespective of ranker reporting relationships and forces the facts out on to the table. In order to bring out the truth, he adopts a very challenging style (such as, "I don't believe to you", "You are lying...."). Such remarks are made out in public, often to senior managers in the presence of their subordinates. What is more, Inderjeet will even keep the group at it all night, if necessary, keeping aside other commitments. Eventually, he succeeds in solving the problems and also gets advance warning about other likely problems.

Raghunath, the HR manager, is one who reports to the Inderjeet and particularly resents his treatment. He finds it degrading for a man in his position and also feels that, as HR manager, he must do something to change Inderjeet's style. Raghunath is seriously concerned about the effect of Inderjeet's behaviour.

He notices that his colleagues are showing signs of stress; they are putting in enormously long hours. They have become more competitive towards each other and less co-operative. Their preoccupation with Inderjeet has reached absurd proportion. They spend lots of unproductive time talking about Inderjeet in his absence and trying to anticipate "his next move."

Another alarming effect of Inderjeet's behaviour is that senior managers spend long hours, getting the details right, so that Inderjeet's probing will not catch them out. Managers who were previously willing to delegate, are now less inclined to do so. They feel the only right way is to do things themselves. The managers thus spend all their time on day-to-day issues and are not inclined to do any forward planning.

Furthermore, Raghunath notices that the managers are less willing to accept mistakes than before. They try more to contain the problems, conceal them from Inderjeet to escape his wrath.

Ironically, Inderjeet has complained to Raghunath that too many managers are "fire fighting" instead of doing what they are paid to do, that is "to think". He told Raghunath that he could not understand "why people don't realise that conflict management is nothing but stimulating alternative courses of action ? What I really want is for them to go back, think again and tell me about it."

Questions :

1. What are the symptoms of conflict in the above case ?
2. Assuming you are Raghunath, how would you analyse and explain Inderjeet's leadership style?
3. What is your analysis of Inderjeet's style of problem solving ?
4. What options do you now have to remedy the situation ? Which option would you choose ? Why ?

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