



PG – 913

I Semester M.B.A. Degree Examination, Feb. 2017
(CBCS)
MANAGEMENT
Paper – 1.2 : Organizational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following questions. Each question carries five marks. (5×5=25)

1. Enumerate the need and importance of OB.
2. What is meant by attitude ? Explain the various approaches to understanding attitude.
3. Discuss Maslow's hierarchy of needs theory.
4. What is group dynamics ? Why is it important for understanding organizational behaviour ?
5. Explain any two theories of personality ?
6. Discuss the theory involved in organizational development.
7. What are the causes of resistance to change in an organization ?

SECTION – B

Answer any three of the following questions. Each question carries ten marks. (3×10=30)

8. "A good leader is not necessarily a good manager". Discuss this statement and compare leadership with management.
9. Explain the concept and significance of organizational culture. How does it affect different aspects of organizational functioning ?
10. Explain the methodology to be adopted in survey feedback for organizational development. What are the pitfalls occur in survey feedback method ?
11. Why does group conflict arise ? What are its consequences ? How would you prevent such conflict ?

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**SECTION – C**
(Case Study)**Compulsory question :****(1×15=15)**

Read the following case and answer the questions given at the end.

12. Emotions are an inevitable part of people's behaviour at work. At the same time, it's not entirely clear that we've reached a point where people feel comfortable expressing all emotions at work. The reason might be that business culture and etiquette remain poorly suited to handling overt emotional displays.

Some people are skeptical about the virtues of more emotional displays at the workplace. As emotions are automatic physiological responses to the environment and as such, they can be difficult to control appropriately. One 22 year old customer service representative named Laura who was the subject of a case study noted that fear and anger were routinely used as methods to control employees, and employees deeply resented this use of emotions to manipulate them. In another case, the chairman of a major television network made a practice of screaming at employees whenever anything went wrong, leading to badly hurt feelings and a lack of loyalty to the organization. Like Laura, workers at this organization were hesitant to show their true reactions to these emotional outbursts for fear of being branded as "weak" or "ineffectual". It might seem like these individuals worked in heavily emotional workplaces, but in fact, only a narrow range of emotions was deemed acceptable. Anger appears to be more acceptable than sadness in many organizations and anger can have serious maladaptive consequences.

Others believe organizations that recognize and work with emotions effectively are more creative, satisfying and productive. For example, Laura noted that if she could express her hurt feelings without fear, she would be much more satisfied with her work. In other words, the problem with Laura's organization is not that emotions are displayed, but that emotional displays are handled poorly. Others note that use of emotional knowledge, like being able to read and understand the reactions of others, is crucial for workers ranging from salespeople and customer service agents all the way to managers and executives. One survey even found that 88 percent of workers feel being sensitive to the emotions of others is an



asset. Management consultant Erika Anderson notes, "Crying at work is transformative and can open the door to change". The question then is, can organizations take specific steps to become better at allowing emotional displays without opening a Pandora's Box of outbursts ?

Questions :

- 1) What factors do you think make some organizations ineffective at managing emotions ?
- 2) Do you think the strategic use and display of emotions serve to protect employees, or does covering your true emotions at work lead to more problems than it solves ?
- 3) Have you ever worked where emotions were used as part of a management style ? Describe the advantages and disadvantages of this approach in your experience.