



PG - 766

**I Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014-15 & Onwards)**

MANAGEMENT

Paper – 1.2 : Organizational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. What is organizational behaviour ? How does it contribute to organizational effectiveness ?
2. Why do people resist change ? How does a manager overcome resistance to change ?
3. Bring out the differences between classical conditioning and operant conditioning theories of learning.
4. Define attitude. Explain the components of attitude.
5. Are the terms values, attitudes, perception and behaviour interrelated ? If so, how ? Illustrate your views.
6. Explain briefly any two strategies for conflict management.
7. What is organisation culture ? Explain its impact on organisational performance.

SECTION – B

Answer any three questions from the following, each question carries 10 marks.

(3×10=30)

8. What is a group ? Why do individuals join groups ? Discuss with an example the characteristics of an effective work group.
9. Explain the contingency theory of leadership and the Fiedler contingency model in detail.
10. Describe the three key elements of motivation. Explain Maslow's hierarchy of needs theory and list out the major limitations.
11. What are the factors in the Big Five Model of personality ? How is the model relevant in the organizational context ?

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SECTION - C

12. Compulsory case study.

(1×15=15)

Bonuses Can Backfire

It might seem obvious that people will be motivated by bonuses, but many scholars question this premise. Alfie Kohn has long suggested that workers are "punished by rewards" and urges that organizations avoid tying rewards to performance because of the negative consequences that can result. As an alternative to rewards, some experts recommend that managers foster a positive, upbeat work environment in hopes that enthusiasm will translate into motivation.

Although rewards can be motivating, they can reduce employees' intrinsic interest in the tasks they are doing. Along these lines, Mark Lepper of Stanford University found that children rewarded for drawing with felt-tip pens no longer wished to use the pens at all when rewards were removed, whereas children who were not rewarded for using the pens were eager to use them. Similar experiments in which children completed puzzles have also shown that increasing rewards can decrease interest in the rewarded task. Some have questioned the extent to which these results generalize to working adults, but concern about rewards diminishing intrinsic motivation persists.

Rewards can also lead to misbehaviour by workers. Psychologist Edward Deci notes, "Once you start making people's rewards dependent on outcomes rather than behaviours, the evidence is people will take the shortest route to those outcomes." Consider factory workers paid purely based on the number of units they produce. Because only quantity is rewarded, workers may neglect quality. Executives rewarded strictly on the basis of quarterly stock price will tend to ignore the long-term profitability and survival of the firm; they might even engage in illegal or unethical behaviour to increase their compensation. A review of research on pay-for-performance in medicine found that doctors who were rewarded for treatment outcomes were reluctant to take on the most serious cases, where success was less likely.

Although there might be some problems with providing incentives, the great majority of research cited in this area shows that individuals given rewards for behaviour will be more likely to engage in the rewarded behaviours. It is also unlikely that individuals engaged in very boring, repetitive tasks will lose their intrinsic motivation if the task is rewarded, because they never had any intrinsic motivation to begin with. The real issue for managers is finding an appropriate way to reward behaviours so desired behaviour is increased while less-desired behaviour is reduced.

Read the case carefully and answer the following questions :

- 1) Do you think that, as a manager, you would use bonuses regularly ? Why or why not ?
- 2) Do you think providing group bonuses instead of individual bonuses would be more effective or less effective ? Why or why not ?
- 3) How would you design a bonus/reward program to avoid the problems mentioned in this case ?

