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61302

I Semester M.B.A. Examination, February 2019  
(CBCS Scheme)  
Paper – 1.2 : ORGANISATIONAL BEHAVIOUR  
Management

Time : 3 Hours

Max. Marks : 70

SECTION - A

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

1. Define organisational behaviour. Discuss the scope of organisational behaviour.
2. What is self-esteem ? Discuss two ways in which individual in an organisation develop self esteem.
3. Define learning. Why is learning important ?
4. Define motivation. Outline the Maslow's need theory of motivation.
5. Define conflict. Can conflicts be functional ?
6. Define culture. Why is setting a climate for right organisational culture. Why is important for an organisation ?
7. Define change. Write a note on steps in change process.

SECTION - B

Answer any three of the following :

(3×10=30)

8. What are the various determinants of personality ? Is it heredity or the environment that determines the personality of a person ?
9. Define perception. Discuss the perceptual process.
10. Discuss the principle of reward and punishment theory of learning. How can this be used in enhancing the performance of people in an organisation ?

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61302



11. Write short notes on the following :

- a) Herzberg's motivation hygiene theory.
- b) Conflict management.

12. Why do people resist change ? As an OD practitioner, how to bring about an attitudinal change. Discuss with an example.

**SECTION – C**

Case study (Compulsory) :

(15x1=15)

13. Culture plays an important role in the performance of the organisation and in how potential employees perceive the company as an employer. Over a period of time, the organisation has grown to an extent to be rated as the best company. People started appreciating the work done by this company. But, somewhere the leader, i.e. the CEO, starts to focus more on himself and instead of employee centric, it is now becoming like leader person centric. The employees started to feel demotivated and the morale coming down. Employees also started to get disengaged and all of this reflected on the quality, efficiency and performance being imported. The board is worried and calls you as an consultant to working into the matter and advise the management.

**Questions :**

- a) What will be your OD intervention to understand the situation ? 5
- b) How do you propose to bring about a change from "person" centric to "employee" centric. 5
- c) What will be your engagement strategy for the employees in boosting their morale/motivation. 5