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14MBA11

**First Semester MBA Degree Examination, June/July 2016**

**Management and Organizational Behavior**

Time: 3 hrs.

Max. Marks: 100

**SECTION - A**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 What is the significance of middle level management? (03 Marks)
- 2 How do you say that OB is an applied science? (03 Marks)
- 3 What is emotional intelligence? Name the five key components of EI. (03 Marks)
- 4 What are the three levels of conflict in the organization? (03 Marks)
- 5 Mention the significance of a control system in the organization. (03 Marks)
- 6 What is the reason for growth of virtual organization? (03 Marks)
- 7 What is ability? How do you classify individual's abilities? (03 Marks)

**SECTION - B**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Elaborate the strengths and weaknesses of matrix organizational structure. (07 Marks)
- 2 Explain Fiedler's contingency theory of leadership in brief. (07 Marks)
- 3 What are the different types of power? Explain. (07 Marks)
- 4 Name the four experiments conducted by Elton Mayo and associates. Explain the implications of Hawthorne experiment. (07 Marks)
- 5 Discuss the personality attributes influencing OB. (07 Marks)
- 6 Explain the decision making process. (07 Marks)
- 7 Explain Herzberg's two-factor theory of motivation and discuss the managerial implications. (07 Marks)

**SECTION - C**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Explain Blake and Mouton's managerial grid. (10 Marks)
- 2 Discuss the factors that influence the perception. (10 Marks)
- 3 Explain Big-five model of personality. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

- 4 Describe the challenges of organizational behaviour. (10 Marks)
- 5 Explain the various components of attitude and describe how attitudes are formed. (10 Marks)
- 6 What are the different types of control? Discuss the essentials of effective control system. (10 Marks)
- 7 What are the causes of interpersonal conflict? Highlight the strategies for interpersonal conflict resolution. (10 Marks)

**SECTION - D**  
**CASE STUDY – [ Compulsory ]**

Aptec Electronics Company (AEC) has an excellent national and international reputation. Employees were happy to work for AEC. But the company demands total loyalty from its employees and even tries to influence their behaviour and appearance after work. Maya, a bright young woman working for AEC for over 10 years, was highly respected by the colleagues and did a fine job as a divisional sales manager. It was generally agreed that she had excellent potential for advancement. For 2 months Maya had been in love with Manjunath who worked in electronics division of a competing company. One day, Mr. Shenoy, Maya's boss approached her about this matter, stating that there might be a possible conflict of interest in her association with an employee of the competitor. He made it clear that AEC has a written policy that demands (and rewards) complete loyalty from all its employees.

Shortly after this emotional confrontation with her boss, Ms. Maya was transferred to a non-managerial position without any loss in pay.

She also noted that her friends at AEC tried to avoid her. But Maya felt very strongly that the company had no business suggesting who she could and could not see after working hours; as a result she quit her job.

**Questions:**

1. Is the situation happened in the case motivating to the employees like Maya? (05 Marks)
2. What is your answer if Maya had access to important company trade secrets? (05 Marks)
3. What would you have done if in Maya's position? (05 Marks)
4. What is your suggestion for supervisors of AEC? (05 Marks)

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