

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2017

(CUCSS)

BUS 1C 04—ORGANIZATIONAL BEHAVIOUR

(2016 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer all the questions.
Each question carries 1 weight.*

1. Define MBO.
2. What are the components of attitude ?
3. What is job involvement ?
4. What is price elasticity ?
5. What is Halo effect ?
6. What is telecommuting ?

(6 × 1 = 6 weightage)

Part B

*Answer any four questions.
Each question carries 3 weightage.*

7. Write a note on MBTI.
8. Explain the link between perception and decision-making.
9. Why do people form groups ? Discuss.
10. Summarize the conclusions of trait theories of leadership.
11. Assess the roles and functions of third-party negotiations.
12. How do organizations manage diversity effectively ?

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any three questions.
Each question carries 4 weightage.*

13. Discuss the Conflict Management Techniques.
14. Assess contingency theories of leadership by their level of support.
15. Identify the five stages of group development.
16. How do the Big Five traits predict work behaviour ?
17. What are stereotypes and how do they function in organizational settings ?

(3 × 4 = 12 weightage)

Part D

*Answer the compulsory question.
6 weightage.*

18. Examine the following case and answer the questions that follow

A computer firm's sales staffs were paid INR 15,000 basic salary, and in addition were paid extra salary for each unit of sales that they made. Each of them were given a target level of sales, and if they reached that then their total salary would be INR 30,000 ; half basic and half sales commission. Each time they reached their sales target, the management would raise the target that had to be achieved in order to receive INR 15,000 of commission, (the rate of commission was decreased) - the staff had to run quicker and quicker to stand still!

There was an expectation that the staff would protest and refuse to perform, or to leave, but they did not, as they knew that the alternative employers paid in a comparable way. Additionally there was a further unexpected part of the staff motivation. In an effort to motivate people to invest more time in the short run in order to build up relationships with customers so that long-term sales would be increased, there was an investigation conducted on the staffs response to moving from a 50%/50% basic/commission split, to 60%/40% split, right up to a 100%/0% split. Most people wanted some movement in this direction, but by 80%/20% they had all said "no further". All of them said "What would be the fun of knowing what your monthly income would be ?" it was assumed that certainty, and the implicit management trust that the staff would work hard on a basic-only salary, would be motivating, but for these staff, a measure of uncertainty was motivating.

Questions :

- 1 What lessons are there to be learnt about motivation from this case ?
- 2 What caused job satisfaction and job dissatisfaction ? How would you motivate those employees who are dissatisfied with their job ?

(6 × 1 = 6 weightage)