

Section 'A'

Attempt all questions, each question carries 1.5 mark. Maximum time allowed is ten minutes.

1. Who said – “An effective leader is the one who creates conditions in which his subordinates feel secure and independent .”

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| A) Douglas McGregor | B) McClelland |
| C) Peter F. Drucker | D) Robert C. Ronstadt |
2. A personality dimension that describes someone who is responsible, dependable, persistent and organized

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|------------------------|----------------------|
| A) Agreeableness | B) Extraversion |
| C) Emotional Stability | D) Conscientiousness |
3. The degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means

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|-------------------------|---------------|
| A) Core Self-evaluation | B) Narcissism |
| C) Machiavellianism | D) Both b & c |
4. Evaluation of a person's characteristics that is affected by comparisons' with other people recently encountered who rank higher or lower on the same characteristics

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|--------------------|-----------------|
| a. Halo effect | b. Stereotyping |
| c. Contrast effect | d. Both b & c |
- (5) Individualism as a guiding moral philosophy was advocated by which economist?

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|------------------------|---------------------------|
| A) Alfred Marshall | B) Milton Friedman |
| C) John Maynard Keynes | D) John Kenneth Galbraith |
- (6) Which of these factors is not one of the competing responsibilities that influence corporate social responsibility?

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|------------------|--------------|
| A) Ethical | B) Economic |
| C) Discretionary | D) Technical |
- (7) Discretionary behavior that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organisation

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| A) Organisational Citizenship Behavior | B) Job Satisfaction |
| C) Deviant workplace-behavior | D) None of these |
- (8) An example of an effective standard for a control system would be:

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|--|--------------------------|
| A) Deciding to hire 5 new employees. | B) Renting new premises. |
| C) Planning to increase sales of product A from 5,000 to 10,000 per month by March of next year. | |
| D) Improving the quality of production. | |
- (9) Which of the following is not a technique of planning?

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|---------------|-----------------------------|
| A) Budgeting | B) Management by Objectives |
| C) PERT & CPM | D) Balanced Score Card |
- (10) The tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.

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|-------------------------|---------------------|
| A) Core Self-evaluation | B) Machiavellianism |
| C) Narcissism | D) Both A & C |

Section 'B'

Attempt one question from each unit. Each question carries 8 marks.

Unit I

- Q11 Explain the different ethical views on the corporate social responsibility.
- Q12 Describe forms of workforce diversity. Identify the key biographical characteristics and describe how they are relevant to OB.

Unit II

- Q13 "Planning is the essence of management, it is a management function". Elucidate
- Q14 What are the key elements that define an organization's structure? How does globalization affect organizational structure?

Unit III

- Q15 What are the major behavioral science disciplines that contribute to OB?
- Q16 What are the four elements in the learning cycle suggested by Kolb? Illustrate them with an example of your own learning.

Unit IV

- Q17 What are theory X and Theory Y assumptions? State your reasons for agreeing and disagreeing with these assumptions.

- Q18 How are leadership theory and styles related to motivation?

Unit V

- Q19 How do you explain the growing popularity of teams in organizations? What are the four types of teams?
- Q20 What are the sources of conflict and how do these operate under the conflict-escalation and conflict-resolution modes.

5 X 8

Section 'C'

Attempt any three questions including case study question which is compulsory, each question carries 15 marks.

- Q21 Briefly describe the general principles of management as laid down by Henri Fayol.
- Q22 Why do organisation structures differ, and what is the difference between a mechanistic structure and an organic structure?
- Q23 What is the link between perception and decision making? How does one affect the other?
- Q24 Discuss the various stages of group development. How does group size affect group performance?

Q25 Analyze the following case study and answer the questions.

As sales manager for a New Jersey auto dealership, Charles Park occasionally relies on punishment to try to improve his employees' performance. For instance, one time he was dealing with a salesman who was having a bad month. Park talked to the employee about what he could do to help him move more cars. But after another week without a sale and a condescending attitude from the employee, Park confronted him. He screamed at the employee, told him his performance was unacceptable, and then threw a notebook binder at him. Said Park, "I had talked to him before, said that I would help him out, but that we had to do something about his numbers. The day I tossed my binder at him, he actually sold a couple of cars." And Park is unapologetic about his behavior. "I am always tough on all my salespeople, but they know the reason is that I want them to do better. Do I think it's always effective? No, but if you do it once in a while, it works."

Apparently Charles Park isn't alone. When the pressure for meeting numbers and deadlines is high, some managers rely on punishment to try to motivate employees. Aurbrey Daniels, a motivation consultant, says it can backfire on a manager when he or she avoids telling employees that there are negative consequences for poor performance. "Positive reinforcement is something that employees should earn,"

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Many managers still rely on threats to motivate employees: "Do it or you're fired!" And with some employees, it seems to work. Rick Moyer, a sales manager for TuWay Wireless in Pennsylvania, argues that punishment can sometimes provide a much-needed kick in the pants to salespeople who are slacking or unaware of their poor performance. For instance, he posts individual results at his sales meetings even though he knows that it can be embarrassing for those with lower numbers. For some people, public embarrassment works. He had one of his sales reps come up to him and say, "I'm embarrassed to come to the meetings because I'm always toward the bottom." The employee volunteered that he was going to work extra hard to move up in the rankings and he did.

Answer the following questions each question carries 5marks.

- 1) What conditions, if any, do you think justify the use of punishment?
- 2) Do you think most managers use punishment? If so, why?
- 3) What is the downside of using punishment? Also relate it to appropriate theory of Motivation?

3 X 15