

**[11006]**  
**SPECIAL DRIVE - DEC - 2022**  
**M.B.A. DEGREE EXAMINATIONS**  
**FIRST SEMESTER**  
**Paper - VI : ORGANIZATIONAL BEHAVIOUR**  
**( 2016-17 and 2017-18 Admitted Batches)**

**Time : 3 Hours**

**SECTION - A**

**Maximum Marks: 75**

**I. Answer any FIVE questions not exceeding One page each. (5×4=20)**

1. Scope of OB
2. Perception and emotions
3. Formal Groups
4. MASLOW
5. Causes of organizational conflicts
6. Concept of job satisfaction
7. Resistance to change
8. Ethical organization.

**SECTION - B**

**II. Answer All the questions not exceeding 4 pages each. (5×8=40)**

1. a) What are the foundations of Individual Behaviour?  
(OR)  
b) Outline the various determinants of personality.
2. a) Critically examine HERZBERG's theory on Motivation.  
(OR)  
b) Briefly write about different styles of Leadership.
3. a) What are the consequences of organisational conflicts?  
(OR)  
b) What is the process involved in Negotiation?

4. a) Suggest measures for organisational development.

**(OR)**

- b) Evaluate the process involved in Organisational change.

5. a) Define 'Stress'. Explain various sources of Stress.

**(OR)**

- b) What factors are responsible for Organisational Effectiveness?

**SECTION - C**

**(Case Study)**

**(Compulsory)**

**(1×15=15)**

- III.** Shirley and Abdul both work for a software development company. The manager of the new product division was originally the leader of a project team for which she interviewed and hired Abdul. Shirley, another project team member also interviewed Abdul but strongly opposed hiring him for the project because she thought he was not competent to do the job.

Seven months after Abdul was hired, the manager left the project to start her own company and recommended that Abdul and Shirley served as joint project leaders. Shirley agreed reluctantly - with the stipulation that it be made clear she was not working for Abdul. The general manager consented: Shirley and Abdul were to share the project leadership.

Within a month Shirley was agreed because Abdul was representing himself to others as the leader of the entire project and giving the impression that Shirley was working for him. Now Shirley and Abdul are meeting with you to see if you can help them resolve the conflict between them.

Shirley says "Right after the joint leadership arrangement was reached with the general manager, Abdul called a meeting with the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Abdul reviewed everyone's duties, line by line including mine, treating me as just another team member working for him. He sent out letters and signs himself as project director, which obviously implies to others that I am working for him".

Abdul says "Shirley is all hung up feelings of power and titles. Just because I sign myself as a project director doesn't mean that she is working for me. I don't see anything to get excited about. What differences does it make? She is too sensitive about everything. I called a meeting and right away she thinks I am, trying to run everything. Shirley has other things to do - other project to run-so she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me".

**Questions:**

1. Abdul and Shirley seem to have several conflicts occurring simultaneously. Identify as many of these individuals conflicts as possible.
  2. Are there any general statements you can make about the overall nature of the conflict between Abdul and Shirley?
  3. What are the possible ways to deal with the conflict between Abdul and Shirley?
  4. Give the choices identified in the three what is the best way for Abdul and Shirley to deal with the conflict between them?
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