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MBA Degree (FT/PT) First Semester University End Semester Examination- January, 2024
21-371-0101/ 21-372-0101: Management Concepts and Organisational Behaviour
 (Regular and Supplementary)

Time  Hours

Max. Marks: 50

Course Outcomes- On completion of the course, the student will be able to:

CO1	Recall the basic concepts and terms related to principles of management, individual behaviour, interpersonal behaviour and current trends in OB
CO2	Describe comprehensively the concepts delivered at the remembrance level to make them cognitively fit for application.
CO3	Interpret scenarios in organizational behaviour and management presented through illustrations and cases.
CO4	Examine behaviour of people in organizations and management situations for aiding in better decision making.
CO5	Evaluate the impact of organizational behaviour on people management decisions and appraise organizational proposals using behaviour management techniques
CO6	Generate new ideas and create organisational behaviour plans and proposals for business expansion and developments.

BL – Bloom’s Taxonomy (L1 - Remember, L2 - Understand, L3 – Apply, L4-Analyse, L5-Evaluate, L6-Create)

PART A

(Answer ALL questions. Each question carries 2 marks)

Q. Nos.	Questions	Marks	BL	CO
1	List the personality dimensions as per the Big Five Model.	2	1	1
2	Differentiate between Halo effect and Stereotyping.	2	2	2
3	Define <i>group think</i> .	2	2	1
4	Differentiate between a manager and a leader.	2	2	2
5	Define MBO.	2	1	2

(5X2=10 marks)

PART B

(Answer ANY FIVE Questions. Each question carries 4 marks)

Q. Nos.	Questions	Marks	BL	CO
6	Analyse how perception affects the way people make judgements about others in organisational settings.	4	4	4
7	Harry is a divisional manager in a consumer products company. His constant advice to the sales manager is, “Intelligent uses of <i>POWER</i> is key to your effectiveness as a manager of your sales team”, Evaluate Harry’s approach towards managing people.	4	5	4
8	Analyse the steps involved in the planning process.	4	4	4
9	“Emotional Intelligence greatly influences employee performance in organisations”. Evaluate.	4	5	5
10	Examining the dimensions of diversity, assess the benefits of workplace diversity.	4	4	4
11	Critically examine if some of Henry Fayol’s principles are losing relevance today.	4	5	3
12	Recommend at least four measures that organisations can adopt to ensure effectiveness of teams.	4	6	6

(5X4=20 marks)

PART C

(Answer ANY TWO questions. Each question carries 10 marks)

Q. Nos.	Questions	Marks	BL	CO
13	<p>A manager at a bank was having a difficult time getting his staff to sell platinum credit cards to premium customers. He offered his employees a bonus on their pay-check for every card application processed. Every 90 days, the employee with the most submitted applications would be recognized and receive a fancy gift. He also made it clear that, any employee who did not submit at least five applications a month would be required to complete training to improve their productivity. Employees who slacked off were denied their performance bonus as well. While employees were motivated by the positive reinforcements, the training worked to ensure no employee was allowed to slack off.</p> <p>(i) Which learning theory is most relevant in altering the employee attitude? (ii) Specify and evaluate the reinforcements used in the given scenario.</p>	10	5	10
14	<p>Sam Altman is widely regarded as a father of the AI revolution. Artificial intelligence company, <i>Open AI</i>, became the talk of the town following the launch of its Chatbot ChatGPT. Recently, CEO and co-founder Sam Altman was expelled from the company by the governing board citing his non-remitting focus on growing <i>OpenAI's</i> business, ignoring efforts to regulate generative AI technology. Soon after, Satya Nadella invited Altman to lead an advanced AI research team inside <i>Microsoft</i>. Meanwhile, almost 95% employees of the company signed an open letter threatening to quit if Altman was not reinstated. Succumbing to pressure from all quarters, Altman was finally reinstated into <i>OpenAI</i>. Altman's pre-condition for returning to the company was that the entire board be reconstituted and to enable this, the entire director board was reshuffled.</p> <p>(i) Identify the various power bases of Sam Altman. Evaluate the power tactics employed by the <i>Open AI</i> employees in reinstating him. (ii) As per Situational Leadership theory, which leadership style is most suitable for managing employees in an elite firm like <i>Open AI</i>?</p>	10	5	5
15	<p>Smart Corporation, a leading player in the tech industry, is facing a trend of declining motivation and job satisfaction among its employees. The management, keen on understanding the underlying factors contributing to this issue, decided to apply the equity theory of motivation to analyze the situation.</p> <p>Upon investigation, they found that there was a perceived imbalance between what employees were contributing to the organization and what they were receiving in return. Many employees felt that their efforts were not adequately recognized, leading to a sense of dissatisfaction and reduced motivation.</p> <p>i) Analyse the situation of perceived lack of equity in rewards using the framework of Equity Theory. ii) Recommend how the management of Smart Corporation can address the situation using the postulates of Equity Theory.</p>	10	6	5

(2x10=20 marks)
