

AS-813

**M.B.A. Semester-IV Examination**  
**HUMAN BEHAVIOUR AT WORK PLACE**  
**Paper- MBA/4301/OB**

Time : Three Hours]

[Maximum Marks : 70

**Note :—** (1) Attempt **ALL** questions.

(2) Figures to the right indicate marks.

**SECTION—A**

1. (a) Compare and contrast a structural model of Intelligence and a System model of intelligence. Explain the relevance to organisational behaviour. 14

**OR**

- (b) Explain the historical development and significance of human relation and organisational behaviour. 14

**SECTION—B**

2. (a) Explain in brief about the foundation of group behaviour. 7  
(b) Assume that you are a Sales Manager of Sun Pharma, a pharma marketing company and you need to motivate your sub-ordinates to achieve sales target. How would you use the contemporary theories of motivation to get the best result from your sales force ? 7

**OR**

- (c) Discuss the techniques used to measure the job satisfaction. 7  
(d) You have been appointed as HR Executive in an organisation where there is little interaction between employees and there is no scope for development of human relations as per the nature of the work. If you were given the responsibility to develop human relations and OB in the organisation, what steps would you take to fulfill your responsibility efficiently ? 7
3. (a) How does the process of negotiation take place ? Explain the types of negotiation. 7  
(b) Ranjita is pursuing a management degree from B school which is renowned. She once attended a seminar in which the speaker discussed at length about organizational behaviour in modern organisation. Ranjita liked the speaker's style of presentation and tried to follow it in terms of body language and accent.

In the light of Ranjita's case do you think learning can take place through vicarious or modeling processes ? Justify your answer.

**OR**

- (c) How does the counselling session help to boost individual performance as well as organizational effectiveness ? Discuss. 7
- (d) The Production and Inventory departments of MORROPPA Food division are at conflict with each other regarding the issue of inventory management system. How should the two departments resolve the conflicts ? Justify. 7

**SECTION—C**

- 4. (a) Explain the factors that influence the organizational climate with examples. 7
- (b) Suggest ways to overcome the “resistance of change”. 7

**OR**

- (c) How quality of work life affects the job satisfaction of an employee ? Justify your answer. 7
- (d) Discuss the various phases of organizational Development. 7

**SECTION—D**

- 5. Akash was the son of a village school master. His upbringing had been in a home environment where it was instilled in his mind about the two aspects of values (1) Always display reverence and respect to senior people (2) There is no substitute for hard work. Being a highly intelligent person Akash was able to obtain the AMIE (Association Member of Institutions of Engineering) degree with flying colors ; very soon he was appointed as an engineer in the R& D Department of Abcos. Technology ltd. Abcos designed, developed and manufactured televisions for commercial purpose.

At the time of Interview, Akash was told that Abcos had a flat organizational structure and all employees were encouraged to mingle freely with each other, which was also in line with its nature of business. Murlidhar, an engineer with around 10 years of experience working in a Government undertaking was appointed to head the R and D department at Abcos. Murlidhar, joined Abcos a month after Akash. In the first month itself, Akash was able to grasp the type of work desired of him rein control and had also modified the design to bring down the number of rejected pieces.

Within a few days after joining Abcos, Murlidhar introduced a few changes. He saw no value in encouraging employees to mingle freely with each other. He also insisted that any modifications or suggestions have to be brought to him rather than discussing it with co-workers. Akash being new to the job continued working very hard. He also suggested few more changes in the design. Murlidhar outrightly rejected the suggestions and used strong language to tell Akash to work hard and not waste time in bringing in new ideas. Akash kept quite and went back to work in the R

and D Department. Once Akash fell sick and remained Absent for two days. On reporting for duty after his sick leave, Akash was once again made the target of Murlidhar's anger. Akash also found him wrongly accusing and not prepared to listen to his explanation for the absence. The employees very soon found out that Murlidhar could not accept any of his sub-ordinates to be more intelligent or knowledgeable than him. And if found to be so, he would behave similarly with them.

It was a year since Akash joined Abcos when one day the General Manager HRD overheard a conversation between Akash and Dev (another co-worker) in the cafeteria. "I joined Abcos more than a year ago with a lot of enthusiasm and determination to learn and grow here. But after Murlidhar's joining our department, in spite of my best efforts I feel that my job involvement is decreasing and I am unhappy with my job. Why can't Abcos have a framework of desirable ethical attitude and impart training programmes to focus and develop such attitudes among employees ?" The GMC (HRD) decides to call for a meeting with Akash.

- (1) Do you find anything wrong in the approach adopted by Murlidhar ? Why ? 7
- (2) If you were in Akash's place what would you do any why ? 7

