

M.B.A. (Semester—IV) Examination
HUMAN BEHAVIOUR AT WORKPLACE
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) 'Individual Behaviour' is dealt by psychology, group/family/social behaviour is the subject matter of sociology and cultural social behaviour is dealt by Anthropology. In the light of above information discuss the significance and importance of these subjects in organizational behaviour. Support your answer with suitable example. 14

OR

- (b) Discuss the objectives of organizational behaviour and explain its key elements with example. 14

SECTION—B

2. (a) Define Emotional Intelligence. What is its use in OB ? 7
(b) An IT company has employees from different values and cultural backgrounds. As an HR Manager what kind of program will you conduct to bring group cohesiveness ? 7

OR

- (c) Discuss difference between Moods and Emotions with example. 7
(d) Expectations of employees in 21st century are too vivid. As a responsible manager, how would you keep up the motivation level of your employees ? 7
3. (a) Explain in detail the meaning of participative management. 7
(b) XYZ Corporation was known for its Quality of Products. But the conflicts between production team and marketing team on quality issues were very frequent. The quality now has become suspense for XYZ Corporation. You are required to give solution for the frequent conflicts between production and marketing departments. How will you proceed ? 7

OR

- (c) Explain the concept of reinforcement in detail. 7
(d) If you are selected for IIR Round in well known company, the interviewer is offering you very less salary as compared to the market rates. How will you negotiate with the interviewer ? 7

SECTION—C

4. (a) What is organizational culture ? How is it useful for the growth of organization ? 7
(b) Enumerate quality of work life with example. 7

OR

- (c) Discuss different dimensions of organizational climate. 7
(d) Explain how can we create, sustain and change organizational culture. 7

SECTION—D

5. Ms. Radhika had graduated with a degree in foreign languages. As a child of a military family, she had visited many parts of the world and had travelled extensively in Europe. Despite these broadening experiences, she had never given much thought to a career until her recent divorce.

Needing to provide her own income, Ms. Radhika began to look for work. After a fairly intense but unsuccessful research for a job related to her foreign language degree, she began to evaluate her other skills. She had become a proficient typist in college and decided to look into secretarial work. Although she still wanted a career utilizing her foreign language skills, she felt that the immediate financial pressure would be eased in a temporary secretarial position.

Within a short period of time, she was hired as a clerk/typist in a typing pool at life insurance company. Six months later, she became the top typist in the pool and was assigned as Secretary to Mrs. Khan, Manager of Marketing Research. She was pleased to get out of the pool and to get a job that had more variety in the tasks to perform. Besides, she also got a nice raise in pay. Everything seemed to proceed well for the next nine months. Mrs. Khan was pleased with Radhika's work, and seemed happy with her work. Radhika applied for a few other more professional jobs in other areas during this time.

However, each time her application was rejected for lack of related education and/or experience in the area.

Over the next few months, Mrs. Khan noticed changes in Radhika. She did not always dress as neatly as she had in the past. She was occasionally late for work, some of her lunches extended to two hours, and most of her productive work was done in morning hours. Mrs. Khan did not wish to say anything because Radhika had been doing an excellent job; tasks still were being accomplished on time. However, Radhika's job behaviour continued to worsen.

She began to be absent frequently on Mondays or Fridays. The two hours lunch period became standard, and her work performance began to deteriorate. Mrs. Khan decided that she must confront Radhika with the problem. However, she wanted to find a way to help her without losing a valuable employee. Before she could set up a meeting, Radhika burst through her door after lunch one day and said, "I want to talk to you Mrs. Khan". "That's fine," Khan replied "Shall we set a convenient time?"

"No! I want to talk now."

"O.K. why don't you sit down and let's talk?"

Khan noticed that Radhika was slurring her words slightly and she was not too steady.

"Mrs. Khan, I need some vacation time".

"I am sure we can work that out. You have been with the company for over a year and have two weeks vacation coming."

"No, you don't understand. I want to start it tomorrow."

"But Radhika, we need to plan to get a temporary replacement. We can't just let your job go for two weeks."

"Why not? Anyone with an IQ above 50 can do my job. Besides, I need the time off."

"Radhika, are you sure you are all right?"

"Yes"

Khan decided to let Radhika have the vacation, which would allow her some time to decide what to do about the situation. Khan thought about the situation next couple of days. It was possible that Radhika was alcoholic. However, she also seemed to have negative reactions to her job. May be Radhika was bored with her job. She did not have the experience or job skills to move to different type of job at present. Khan decided to meet Personnel Manager and get some help developing her opinions to deal with Radhika's problem.

- (a) What is the core issue in the case? 5
- (b) What, according to you was responsible for so sudden a change in Radhika's behaviour and work? 5
- (c) Did Mrs. Khan handle the situation timely and properly? 4