MB-104

Sl.No. : **Total No. of Pages : 3**

I Semester M.B.A. Degree Examination, May/June - 2023
(Non-CBCS : SLM Scheme)
MANAGEMENT
Organizational Behaviour

Time : 3 Hours **Max. Marks : 80**

SECTION - A

Answer any five sub-questions. Each sub-question carries 3 marks. **[5×3=15]**

Q1) a) List the factors influencing on Individual Behaviour.

b) Mention the reasons for formation of Groups.

c) Highlight the strategies required for managing conflict.

d) Mentioin the importance of Learning.

e) State the objectives of Group Cohesiveness.

f) Discuss the need of change agent in Organisational Development.

g) What are the significance of studying organisational behaviour.

SECTION - B

Answer any four questions. Each question carries 5 marks. **[4×5=20]**

Q2) Identify the essential ingredients for Emotional Intelligence.

Q3) Explain the challenges of organisational Behaviour.

Q4) Describe the various types of Groups.

Q5) Explain the techniques of organisational development.

Q6) How quality of work life does influence the productivity of the employees? Discuss.

Q7) "People influence organisations and organisations influence people". Through a light on this statement.

SECTION - C

Answer any three questions. Each question carries 10 marks. **[3×10=30]**

Q8) Describe "Resistance to change". Mention the strategies to overcome resistance to change.

Q9) Discuss the significance of organisational effectiveness in fast changing environment.

Q10) What are the factors influencingn organisational culture? Explain.

Q11) "Organisational Behaviour is an interdisciplinary in nature". Comment your views with relevant examples.

Q12) What is the importance of group decision-making? Explain various group decision making techniques.

SECTION - D

Q13) Case Study (Compulsory) : **[1×15=15]**

For years the culture at P & G had supported steady growth and profits. In recent years, however, the company found itself under a great deal of pressure from the external competitive environment. For example, Kimberly-Clark had cut deeply into P & G's disposable- diaper market, one of the company's most lucrative market niches. At the same time, Lever Brothers was making inroads into P & G's share of the soap and detergent market. (on the new product development front, things were no better. The company was having disappointing results with its Pringles potato chips and was suffering financial losses on its Coldsnap Homemade Ice Cream Mix. Wondra hand cream, and Rely Tampons. These setbacks were reflected on the company's bottom line as pretax earnings fell for the first time in over thirty years. At the same time, the firm was having union problems. Its Kansas City plant voted to unionize, and the company went through a long fight with worker representatives in its efforts to change work practices and improve efficiency.

These developments led P & G to make changes in its organisational culture. Some of these were the following:

1) The work team concept, in which production and maintenance workers called "technicians" are required to master and use a second skill, was extended throughout P & G's operations.

2) The lifetime job tradition that once made P & G workers the envy of their blue collar counterparts elsewhere gave way to layoffs.

3) The corporate paternalism of the past yielded to some hard practicalities as executives and workers alike were put on notice that plants that didn't measure up on productivity. Cost. and quality would be shut down.

4) A determined management vigorously resisted attempts by organized labour to dictate how P & G's operations should be run.

In addition to the above. P & G trimmed its work force by 5 percent on the plant floor and 4 percent company-wide. This was accomplished through reduced hiring, early retirement, and. in some cases, layoffs. Changing conditions had led P & G to change its culture.

Questions :

a) How the environment has affected P & G's culture?

b) If you were hired as a consultant by P & G's Board, suggest how to improve the company's culture effectiveness.

