

LIHMR UNIVERSITY
School of Development Studies

MBA Rural Management
Batch-06th (2017-2019)

First Year
Organizational Behaviour
Term Examination



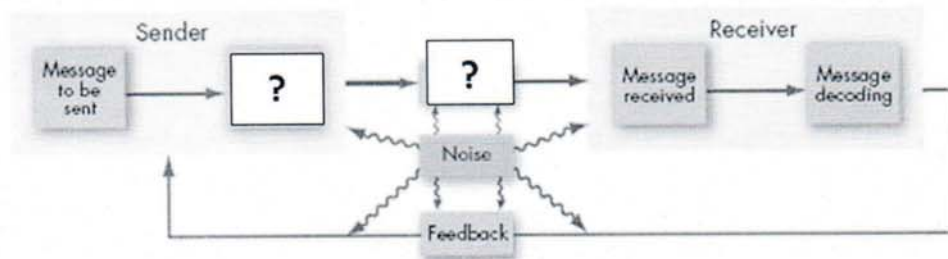
Time - 3 Hour

MM-70

The question paper contains 5 printed page.

Q. 1. Attempt the following One word/ fill in the blank/ true false questions : (10x1=10)

- a) Classical Conditioning is a type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such a response.
TRUE OR FALSE
- b) Preferable modes of behavior or means of achieving one's goals are called terminal values .
TRUE OR FALSE
- c) The three components of Attitude in the tricomponent attitude model are
Behavioural and Cognitive.
- d) Drawing a general impression about an individual on the basis of a single characteristic is known as
- e) Individuals who believe that they control what happens to them have
locus of Control
- f) Fill in the two blanks marked ? in the following diagram



- g) Command and Task Groups are informal groups. TRUE OR FALSE
- h) Second stage of Group Formation is
- i) Tendency to expend less effort working in a group than as an individual and socialize more is called Social Loafing. TRUE OR FALSE

Q.2 Write Short notes on any four

(4x 3.5 = 14)

- Achievement vs Nurturing dimension of assessing culture as per Hofstede framework
- Big Five Model of Personality Dimensions
- Concept of Life Positions in Transactional Analysis
- Cultural Barriers in Communication
- Properties of Group (Size, Gender, Heterogeneity/ homogeneity, Group Cohesiveness
- Michigan behavioral theory of leadership

Q.3 Write a short essay on any one of the following topics (four points in favour four in against) 16

- Employer Employee Loyalty Is An Outdated Concept
- Fear Is a Powerful Motivator
- Leaders Are Made, Not Born

Q.4 Read the case attached and answer any three questions

(10 x 3 = 30)

1. Analyse Personality of Neel
2. Analyse leadership style of Irshaad
3. Do you think there is a conflict in the case? If yes how would you resolve it?
4. What motivates Irshaad ?





A (Cross) Puzzle

"No..., no it's not the work. I like my job and most of all, I enjoy the work pressure, though it does reflect on my share of duties at the home front..., ... so you see, I need time, time to think over. In fact I cannot think of any pressing reason to consider a change at the moment, except for my boss's unassuming and unpredictable behaviour. My respect for his hold on the subject is often shattered when his attitude and behaviour troubles me and makes me wonder where I have gone wrong. Finding no convincing reason, I feel like leaving the job. Just the other day he put me down for no reason at all. I got so annoyed and was disturbed. My impulse was to quit. But for my responsibilities I pulled out once again ... (silence).

OK, ..., OK, give me some more time. I will relook to be decided this time. OK. Thank you, thank you very much for considering me for this prospect. Please, do keep in touch, Sudhir."

This was only part of the tele-conversation, Mr. Urvesh Sharma, Senior Manager (Marketing), from Head Office, overheard, on the parallel line as he entered and picked up the phone, to dial to his wife, in the branch sales office, on his twoday tour. It didn't take him more than a second to realize that his Senior Officer (Marketing), Mr. Neel Kant was talking to none other than the well-known placement consultant, Sudhir Mishra.

Urvesh was immediately alarmed. Not that turnover in the Cement Industry is unexpected. He himself had changed his job

eight times in thirteen years of service including twice employment with two employers, of which his present job was one.

But this time he was genuinely concerned.

Neel, an MBA with two years of previous experience with a present competitor had joined Mazboot Cements only thirteen months back, as Senior Officer. Urvesh was well aware of the circumstances under which Neel had joined Mazboot Cements. It was a compromise to be with his ageing parents and newly wedded, MBA, employed wife. Everybody at home needed his presence and support. The compromise didn't restrict to a switch over from working in a corporate setup to Branch Office, it also meant a low bargaining edge in terms of designation and salary.

Neel's previous Company, M/s Kala Sona, had planned a promotion for him within two months. But he resigned to be with his family and because the offer of Mazboot Cements at his native place, would not wait.

Mr. Irshaad Aftab, 45, Branch Manager, and Neel's boss at Mazboot Cements welcomed the much needed addition to his existing Marketing staff of two officers. On the other hand, he himself an Arts graduate, developed instant reservations towards this energetic MBA, thriving with enthusiasm and new ideas.

However he immediately offloaded the overbearing demand of a particular sales district to Neel. Neel was responsible for meeting targets for his territory which included places within a radius of about 150 kms from his residence.

This required Neel to be out from his house early morning up to late nights, because the visits to the interior towns had to be undertaken by bus. Despite his requests for taxi tours which would save greater time, Irshaad insisted on bus tours. Neel would be out for about twenty days a month. Unpredictable bus hours would



often delay his arrival at home in the evenings by hours. This would always result in unfulfilling his family commitments.

Irshaad himself was frequently out of station. But his tours involved stay of 2-5 days, at a time. He would always insist that Neel take permission from him in the morning before leaving on tour. Not only that he would dictate and restrict his going by an early scheduled bus, compel him to come to office first and then proceed on tour. This invariably meant unproductive prime morning hours and leaving for tour midmorning.

Irshaad would often question Neel on matters not related to his work areas and also expect his full accountability for his assignments on which he had little or no authority.

However, the working style of Irshaad was not consistent. Sometimes he would go out of his way to tell Neel about his previous occupations and have a heart to heart talk about the problems and pressures of his current job. On occasions he even told Neel to consider him like an elder brother.

This erratic behaviour puzzled Neel. Especially when Irshaad indifferent was during a medical crisis in Neel's family. He went to the extent of warning Neel of transfer, when Neel requested for two days sick leave for his own treatment.

Urvesh was aware of Irshaad's behaviour at work. Irshaad was reportedly not held in high esteem by the dealers. A searching session with Irshaad yielded no positive results. It confused Urvesh. He could not form a definite opinion about Irshaad's behaviour pattern. Urvesh appreciates Irshaad as a good sales professional and also realises the scarcity of cement marketing professional at his level.

He empathised with Neel too and acknowledged his contribution to total sales volume through his quota. He was overtly impressed and appreciative about suggestions given by Neel in a recent Sales Meet.

