

**CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION**

OCTOBER 2012

**ORGANISATIONAL**

**BEHAVIOUR**

**Time: 3 Hrs**

**Max. Marks: 120**

**SECTION - A**

**Answer any THREE questions:**

**3X20=60**

Define attitude. Describe the nature, components and functions of attitude.

What is meant by Motivation? Explain Maslow's need hierarchy model. What is stress? Explain the causes and strategies to manage the stress.

What is Interpersonal conflict? Describe how Transactional analysis helps to resolve inter-personal conflict.

**SECTION - B**

**Answer any FIVE questions (case is compulsory):**

**5X10=50**

Explain the trait theory of personality given by Allport and Cattell. Briefly explain the nature and scope of organizational behaviour.

Describe Vroom's expectancy model of motivation.

What are the sources of Inter-group conflict? Explain.

Write a note on financial and non-financial incentives of motivation.

**Case Study**

Mahesh, a young executive in Excellent Ltd. has become irritable, unpopular with colleagues and subordinates, and a problem for the boss. His performance has started to slacken and mistakes plague his every action and recommendation. What is surprising is just three months back Mahesh was quite opposite of all these. He also has a brilliant track record with a gold medal from a prestigious B-School, Mahesh entered his vocational area of finance and proved an instant success. He has revamped the cost and budgetary control systems, set up a management accounting procedure, and created a reliable and efficient management information system. Mahesh received awards and is slated to climb up the organizational hierarchy further.

Yet, such a man has gone to pieces all of a sudden. Several things transpired against Mahesh. His only son has turned out to be a spastic child, he has been overlooked for a promotion, with a less flamboyant outsider being preferred for the No. 1 slot by the management, which has suddenly exhibited its preference to a traditional accountant and he has fallen from a powerful line executive.

To compound the problem further, what had been a mild flirtation with an office colleague has assumed the proportion of a major sex scandal. With his emotional relationships in a mess and worried about his son's health and his own future in Excellent Ltd, Mahesh's morale has gone bust. His self-confidence has been rudely shaken.

Questions:

- a) How would the knowledge of OB help to describe these sudden happenings in the life of Mahesh?
- b) What should Mahesh do now?

### SECTION - C

**Answer ALL the questions.**

**10X1=10**

11. a) What is meant by 'Halo effect'?
- b) What is 'Super Ego'?
  - c) Give the meaning of Pooled interdependence.
  - d) What is meant by informal group?
  - e) What is 'Ideal Self'?
  - f) Who is an introvert?
  - g) What is meant by 'Role Ambiguity'?
  - h) Define personality.
  - i) Give the meaning of Type A personality, j)  
Define 'Perception'.

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## CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2013

## BUSINESS MANAGEMENT

## Organisational Behaviour

Time: 3 Hrs

Max. Marks: 120

## SECTION – A

**Answer any Three of the following:**

3X20=60

1. Explain the relevance and importance of OB in modern Business Organisations.
2. Explain the principles and factors influencing perception.
3. Describe the determinants of personality.
4. Explain managing and resolving various types of conflict in organizations.

## SECTION – B

**Answer any Five of the following (Case is compulsory):**

5X10=50

5. Explain the nature of people in an organization.
6. Explain the ways of changing attitudes.
7. Give an outline of Freud's theory of personality.
8. Explain managing inter group Dynamics.
9. What are the causes of stress?
10. Answer the following questions:

Preeti Razdan, 24, is a marketing manager for Barista, a chain of coffee shops, in Chennai. Recently, Preeti's wealthy uncle passed away and left to Preeti, his only niece, INR 5 million. Preeti considers her current salary to be adequate to meet her current living expenses, so she'd like to invest the money so that when she buys a house she'll have a nice nest egg on which to daw.

One of Preeti's neighbours, Brian, is a financial advisor. Brian told Preeti there was a virtually endless array of investment options. She asked him to present her with two of the best options, and this is what he came up with:

1. A very low-risk mutual fund. With this option, based on the information Brian provided, Preeti estimates that after 5 years she stands virtually zero chance of losing money, with an expected gain of approximately 30 percent.
2. A moderate-risk mutual fund. Based on the information Brian provided her, Preeti estimates that with this option she stands a 50 percent chance of making a 70 percent gain but also a 50 percent chance of losing 30 percent.

Preeti prides herself on being rational and objective in her thinking. However, she's unsure of what to do in this case. Brian refuses to help her, telling her that she's already limited herself by asking for only two options. While driving to her parents' house for the weekend, Preeti finds herself vacillating between the two options. Her older brother is also visiting the folks this weekend, so Preeti decides to gather her family around the table after dinner, lay out the two options, and go with their decision. "You know the old saying-two heads are better than one," she says to herself, "so four heads should be even better."

Questions:

1. Has Preeti made a good decision about the way she is going to make the decision?
2. Which investment would you choose? Why?
3. Which investment do you think most people would choose?
4. Based on what you have learned about group shift, which investment do you think Preeti's family will choose?

## SECTION - C

11. **Answer all the questions:**

10X1=10

- a) What is supportive model?
- b) What is meant by Heredity?
- c) What is self actualization?
- d) What do you mean by stereotyping?
- e) What is cognition?

- f) What is valence?
- g) What is meant by command groups?
- h) What is Role Conflict?
- i) What is psychosomatic stress?
- j) What do you understand by counseling?

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**BBM 502**

**Reg. No. ....**

**CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2014**

**BUSINESS MANAGEMENT  
ORGANISATIONAL BEHAVIOUR**

**Time: 3 Hrs**

**Max. Marks: 12**

**SECTION – A**

**Answer any Three of the following:**

**3X20=6**

- 1. Explain Perceptual Mechanism.
- 2. Describe Maslow's theory of Motivation.
- 3. What are the causes of Intra-individual conflicts? Explain its resolution.
- 4. Explain the factors influencing group effectiveness.

**SECTION – B**

**Answer any Five of the following (Case is compulsory):**

**5X10=5**

- 5. Explain the nature organizational behaviour.
- 6. Explain the Psycho-analytical theory of Personality.
- 7. Explain the nature and importance of Perception.
- 8. Explain non-financial incentives.
- 9. Describe Transactional Analysis.
- 10. Case study:

Some of the most admired business leaders argue that the only way to get the most out of people is to stretch them. This view would seem to be backed by both business anecdotes and research evidence. 'If you do know how to get there, it's not a stretch target,' former GE CEO Jack Welch has said. "We have found that by reaching for what appears to be the impossible, we often actually do the impossible; and even when we don't quite make it, we inevitably wind up doing much better than we would have done."

As for the research evidence, that goal-setting theory – whereby managers set the most difficult goals to which employees will commit – is perhaps the best-supported theory of motivation.

The implication is that to be the most effective manager you need to push, push, and push more.

But does this pose an ethical dilemma for managers? What if you learned that pushing employees to the brink came at the expense of their health or their family life? While it seems true that managers get the performance they expect, it also seems likely that some people push themselves too hard. When Kathie Nunley, who travels more than 100 days a year, had to miss her son winning an art competition, the only person she could share her news with was the Delta ticket agent. "It hit me how sad it was that I was sharing this moment with an airline agent rather than my son," she said.

On the one hand, you may argue that employees should be responsible for their own welfare, and that it would be paternalistic, and encourage mediocrity, to "care for" employees. On the other hand, if your stretch goals mean that your best employees are those who give it all for the organization – even putting aside their own personal or family interests – is that what you wish to be as a manager?

Questions:

- 5. Do you think there is a trade-off between the positive (higher performance) and negative (increased stress) effects of stretch goals?

6. Do you think a manager should consider stress when setting stretch goals for employees? If you answered no, then what should a manager do if a valued employee complains of too much stress? If you answered yes, then how might this be done?
7. How do you think you would respond to stretch goals? Would they increase your performance? Would they stress you?

**SECTION - C**

11. **Answer all the questions:** **10X1=1**
- a) What is meant by Extrovert personality?
  - b) What is meant by Sensation?
  - c) Mention any two features of a group.
  - d) What is Dysfunctional conflict?
  - e) What is meant by stress?
  - f) What is Locus of control?
  - g) What is meant by Instrumentality?
  - h) What is meant by Attitudes?
  - i) Who is a Mesomorph?
  - j) What is meant by group norms?

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**BBM 502**

**Reg. No. ....**

**CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2015  
BUSINESS MANAGEMENT  
ORGANISATIONAL BEHAVIOUR**

**Time: 3 Hrs.**

**Max. Marks:**

**SECTION – A**

**Answer any Three questions:**

**3×20**

1. Define Organisational Behaviour. Explain the Fundamental concepts that form the basis of Organisational Behaviour.
2. Define Personality. Explain the determinants of personality.
3. What is meant by Perception? Explain the stages in perceptual process.
4. What is motivation? Explain its process. Describe Mc Gregor's theory X and Y.

**SECTION – B**

**Answer any Five questions – Case is compulsory:**

**5×10**

5. Write a note on 'Johri Window'.
6. Why do people join a group? Explain.
7. What are the different stages of development of personality according to Sigmund Freud? Explain.
8. Explain the importance of organizational behaviour at work place.
9. What is meant by Group Effectiveness? Briefly describe the factors affecting group effectiveness.
10. Case Study.

Spencery is a chain super market having more than 25 super markets throughout South Kanara District. With large number of chain retail stores like more, Reliance etc. coming to South Kanara District, revenues are flat and profits falling. The company hired a management consultant Johnson Black to provide motivation and attitude training. The training programme called 'successful life skills' is a 3 day intense training programme that has inspirational handouts, stress reducing yoga skills, variety of lectures on attitudes and programmes on team activities and mind-control relaxation exercises. The programme focuses on attitude and has the motto 'It's your attitude, not your aptitude that determines your attitude.'

The top management of spencery believes that 'positive attitude is the single biggest requirement to build a business'. They feel that the training programme will be a critical bridge linking employees with customers. With so many big national level players coming into South Kanara, a lot of apportunities for customer service and got to energine our workers to provide the best. The CEO says, 'we as individuals can determine our success through positive thoughts which create positive action.

#### Questions

- a) 'Positive attitude is the single biggest requirement to build a business. How valid do you think the statement is?
- b) Explain the logic as to how a 3 day attitude training programme could positively influence the profitability of spencery in view of the intense competition it faces in the market.

#### SECTION - C

11. **Answer all the questions:**

**10×1**

- a) What is intra-personal conflict?
- b) What is instrumentality?
- c) What are the motivating factors in Herzberg's theory?
- d) Give the meaning of command group.
- e) What is meant by 'Hallucination'?
- f) Define 'Trait'.
- g) Mention any four disciplines which OB rules on.
- h) Who is an 'Extrovert'?
- i) Give the meaning of 'Eustress'.
- j) What is meant by 'Burn out'?

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**CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION****OCTOBER – 2016****BUSINESS MANAGEMENT  
ORGANISATIONAL BEHAVIOUR****Time: 3 Hrs.****Max. Marks: 120****SECTION – A****Answer any Three questions:****3×20=60**

1. Define Organisational Behaviour. Explain the importance of Organisational Behaviour.
2. Describe the principles of perception with the help of diagrams and examples.
3. What is Personality? Describe the determinants of personality of affecting an individual.
4. What is motivation? Explain Vroom's theory.

**SECTION – B****Answer any Five of the following (Case is compulsory):****5×10=50**

5. Write a note on changing attitudes.
6. Explain Sheldon's theory of personality.
7. Write a note on group effectiveness.
8. State the causes for stress in an individual.
9. Explain the Herzberg's two factor theory of motivation.
10. Case:

Vikram earned his Post-Graduate Degree from a University in the North-East India. He hails from a poor farming family with rural background. Vikram studied with great hardship. For him, it was 'earn while you learn'. He used to walk on foot ten kms. Village road while he was pursuing his Graduation Degree. He proved "where there is a will, there is a way." With his self-help, the God also helped him. Vikram, just after the declaration of his Post-Graduation result, got a regular teaching post in the same college. For Vikram, one battle was over but new and more challenging battle just started.

Though Vikram was hard working, but not ready to accept challenges of new environment. Some of his faults were to enter the class often five to ten minutes late, to get irritative when the students ask questions while he teaches, not update his knowledge in the subject he teaches, and bringing petty and routine matters to the Head of his Department or to peers for decisions. Somuchso, whenever he does anything even preparing his class lecture, brings it to the Head of the Department. Complaints about Vikram from the students started pouring even written complaints to the Head of the Department that the students are not getting anything meaningful from.... In fact, it became a real problem for the Head how to tackle the same.

The Head, over the six months period, found Vikram as plain and innocent by heart. He therefore, decided to motivate Vikram by saying that "each new teacher, even myself, faces such problem. These are overcome over the period through sincere efforts. I am sure that you are doing the same and keep it up. Be more objective and specific in your efforts. I see potential in you to emerge as a very effective teacher in days to come". Vikram imbibed all this and assured the Head to honour his advices. He, then left for his class with new challenge and determination to excel in his task. Just within a week, Vikram improved his teaching and the students reported their satisfaction to the Head of the Department over Vikram's teaching.

Questions:

- 1) If you were the Head of the Department, how would you improve Vikram?
- 2) In your opinion, which motivation theory can help motivate Vikram?

### SECTION – C

11. Answer all the questions:

10×1=10

- a. What are Life Positions?
- b. What are strokes?
- c. State the elements of motivation.
- d. What is meant by group norms?
- e. What is meant by parent ego?
- f. What is perception?
- g. What is transactional analysis?
- h. State two reasons for people joining the group?
- i. Give the meaning of motivation.
- j. State the meaning of Johari window.

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**CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION**

**OCTOBER – 2016**

**BUSINESS MANAGEMENT**

**RESEARCH METHODOLOGY**

**Time: 3 Hrs.**

**Max. Marks: 120**

**SECTION – A**

**Answer any Three questions:**

**3×20=60**

1. What is meant by Research? Explain the process of Research.
2. State the features of a Good Research Design and explain the important concepts relating to Research Design.
3. Briefly explain the Mechanics of writing a Research Report.
4. What is meant by primary data? Briefly explain the different methods of collecting primary data.

**SECTION – B**

**Answer any Five questions:**

**5×10=50**

5. Explain the layout of a research report.
6. Explain the objectives and significance of research.
7. Explain the criteria of selecting a sampling procedure.
8. Write a note on non-probability sampling.
9. Write a note on research problem.
10. Explain the important parametric test.

**SECTION – C**

**11. Answer all the questions:**

**10×1=10**

- a. What is meant by Sampling?
- b. What is hypothesis testing?
- c. What is meant by warranty cards?
- d. What is chi-square test?
- e. What is meant by interpretation?
- f. What is meant by secondary data?
- g. What is Schedules?
- h. What is meant by Research Ethics?
- i. What is meant by SPSS?
- j. What is meant by Descriptive Research?

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