

This question paper contains 4 printed pages]

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S. No. of Question Paper : 7917

Unique Paper Code : 1091102

F-1

Name of the Paper : Organizational Behaviour [DC-1.2]

Name of the Course : Bachelor of Management Studies

Semester : I

Duration : 3 Hours

Maximum Marks : 75

(Write your Roll No. on the top immediately on receipt of this question paper.)

Attempt Five questions in all.

Question No. 7 (Case Study) is compulsory.

All questions carry equal marks.

1. What are the three key variables in expectancy theory of motivation ? Discuss with the help of an example how these variables get operationalized to develop motivation among individuals. 15
2. Explain the personality traits that are relevant for behavior in organizations as per Myer Briggs Type Indicator. Can individual behavior be explained by personality alone ? 15
3. What is Emotional Intelligence ? What are the major dimensions of emotional Intelligence that are particularly relevant to the work-place ? Do you think Emotional Quotient (EQ) is more important than Intelligence Quotient (IQ) ? 15

P.T.O.

4. Describe with critical view the contingency theory of leadership by Fiedler. 15
5. Define conflict and explain the strategies for conflict resolution. 15
6. Write short notes on any *three* of the following : 15
 - (a) OD Process
 - (b) Johari Window
 - (c) Perceptual Errors
 - (d) Emerging Issue in OB.
7. Read the following case and answer the questions :

General Electric established its worked process in the early 1990s. It continues to be a mainstay in GE's efforts to have also been adopted by such diverse organizations as General Motors, Home Depot, Frito-Lay, L.L. Bean, Sears, IBM, and the World Bank.

The impetus for the Work-Out was the belief by GE's CEO that the company's culture was too bureaucratic and slow to respond to change. He wanted to create a vehicle that would effectively engage and empower GE workers.

Essentially, Work-Out brings together employees and managers from many different functions and levels within an organization for an informal 3-day meeting to discuss and solve problems that have been identified by employees or senior management. Set into small teams, people are encouraged to challenge prevailing assumptions about "the way we have always done things" and develop recommendations for significant improvements in organizational processes. The Work-Out teams then present their recommendations to a senior manager in a public gathering called a Town Meeting.

At the town Meeting, the manager in charge oversees a discussion about the recommendation and then is required to make a yes-or-no decision on the spot. Only in unusual circumstances can a recommendation be tabled for further study. Recommendations that are accepted are assigned to managers who have volunteered to carry them out. Typically, a recommendation will move from inception in 90 days or less. The logic behind the Work-Out is to identify problems, stimulate diverse input, and provide a mechanism for speedy decision and action.

P.T.O.

More recently GE CEO Jeffrey Immelt has extended the Work-Out concept to build capabilities in anticipating future technologies and engage in long range planning. GE wants all its managers to be adept at the kind of strategic thinking that most companies entrust only to senior management. For example, GE is offering managers new classes focused on learning how to create new lines of business.

Questions :

- (a) What type of change process would you call this ? Explain. 5
- (b) Why should it work ? 5
- (c) What negative consequences do you think might result from this process ? 5