PG Odd Semester (CBCS) Exam., December—2018

BUSINESS ADMINISTRATION

(1st Semester)

Course No. : MBACC–104

(Organisational Behaviour)

Full Marks : 70
Pass Marks : 28

Time : 3 hours

The figures in the margin indicate full marks for the questions

1. "Behaviour of an individual is determined by several inputs." Give your views on the statement with suitable examples and elaboration. 14

2. Define personality. What are its determinants? Which of them, you feel, are more important in shaping personality? 2+6+6=14

OR

3. Define 'perception'. Explain, how perception is formed through a process. How do(es) the bias factor(s) affect perception? 2+6+6=14

4. List out various theories of motivation you have come across. Briefly mention the pros and cons of these motivational theories. 4+10=14

OR

5. From, R. Brown, HR Manager, Word Processing Centre.
To : E. Switzer-Green, Manager, HR Dept.
Ref : Departmental Policies

Unfortunately, some members of my staff are less than conscientious when it comes to arriving on time in the morning and after their lunch break. In addition, some of the word processing staff are not very motivated to do their best.

I think that the most effective way to reduce this problem would be clear, simple, understandable policy to motivate the employees. I have developed the following guidelines for punctuality and output :

(i) All employees are to be punctual. At 8:30 which is starting time. I will patrol the word processing department and make a note of anyone who is late. Anyone who is late three times will be laid off.

(ii) All employees are to let me know when they go to lunch. They must be back at their desks within one hour. Anyone who is late three times will be laid off.

(iii) Based on five-year experience with this department, a reasonable quantity of work is 15 pages a day of original typing or 30 pages of revisions. Employees annual raises will be based on whether they exceed, meet or fall below this level of output.

(iv) Raises will be computed as follows : An employee who exceeds the standard level will receive a 6 percent raise. An employee who meets the standard level will receive a 3 percent raise. An employee who falls below the standard level will receive no raise for the year.

I believe this four-point policy is easy to remember and understand. Please let me know whether you think policy will be in motivating employees to be on time and to work diligently while they are here. Also, I'm interested in seeing any suggestions you have for improving the policy.

Question :

Assuming you are the Manager of HR Department, write a response to this memo. To support your position, refer to the motivation theories described in the relevant section of discussion. In phrasing your response, keep in mind that you can benefit by reinforcing certain behaviours of the

word processing manager (such as seeking good policies and consulting you). 14

6. What do you mean by conflict? What are the causes of conflict? How measures would you take to reduce conflict in organisation? 4+5+5=14

OR

7. Explain various sources of power. Justify which power is the best power to manage the human resource in an organisation. 8+6=14

8. Why is change so difficult in organisations? A paradox is seen in many companies because most employees know the truth about issues and problems within the country. Yet, dare not to talk about those problems with supervisors. This is supported by research and by managers of organisations; yet, we know little about why this occurs.

Researchers have labelled this phenomenon as organisational silence. The dominant choice within organisation wherein employees withhold their opinions and concerns about organisational problems. This is potentially dangerous impediment to change in organisations and yet it occurs even now, when managers are trying to empower employees and open the lines of communication.

Researchers conducted an extensive review of studies to build a model of why organisational silence occurs. It is more likely to happen when managers are dissimilar with respect to employees, when decision-making is centralised, and when managers tend to reject negative feedback. Other conditions that promote organisational silence include beliefs that employees are self-interested, that management knows best and that unity is good but dissent is bad.

Researchers also studied the effect of organisational silence. They concluded that low internal motivation, low satisfaction, turnover, sabotage, end stress all go hand in hand with organisational silence. The biggest effect is little organisational change processes.

Questions :

(a) Given the potentially devastating effects of organisational silence; why is it such problem?

(b) Whether the dynamics of its are hidden?

(Write *2* points)

(c) How does the organisational silence is hindering the change? 4+5+5=14

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