|  |  |  |  |
| --- | --- | --- | --- |
| **Description: col LOGO outline**  **ST. JOSEPH’S COLLEGE (AUTONOMOUS), BANGALORE-27** | | | |
| **M.COM - I SEMESTER** | | | |
| **END SEMESTER EXAMINATION: OCTOBER 2021**  **( Examination Conducted in February-March 2022)**  **MCO 7520: Organizational Behavior** | | | |
| **Time- 2 ½ hr** |  | **Max Marks-70** |  |
|  |  |  |  |

**This paper contains two printed pages and four parts**

Register Number:

DATE:09-03-2022

**Section A**

1. **Answer any ten of the following. 2x10=20**

1. What is organisational behaviour?

2. What is self-monitoring trait?

3. List any four elements of individual behaviour.

4. What is behavioural approach in leadership?

5. What is transactional analysis?

6. State any four techniques of decision making.

7. What is halo effect?

8. What is observational learning?

9. State any four barriers to communication.

10. What is group cohesiveness?

11. State any four sources of power.

12. Write any four conflict resolution strategies.

**Section B**

1. **Answer any three of the following: 5x3=15**

13. Discuss the approaches of OB in detail.

14. Explain the factors influencing perception.

15. Differentiate between transactional and transformational leadership styles. Which do you think is better and why?

16. Explain the techniques to improve group cohesiveness.

17. Discuss about the Johari window in detail.

**Section C**

1. **Answer any two of the following: 10x2=20**

18. Discuss the different models of organizational behaviour with suitable examples.

19. Outline the determinants of personality. Discuss the big five personality traits.

20. What do you understand by the term Motivation? Can you motivate people in your organization? If so, How? Explain in detail with the help of the theories of Motivation.

**Section D**

1. **Answer the following (Compulsory Question) 15x1=15**

**21. Case Study**

Giridhar has come a long way from when he joined R.P. Communications (having a turnover ofRs. 20 lakhs) as a trainee artist in 1995. Today he has come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) had been an amicable personality, and had always displayed keenness to gain knowledge, learn more,and had many-visible traits of creativity. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as a trainee, was recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P. had said: “Madam, Giri sir, scares the hell out of us by refusing to listen to our point of view”. Raj an executive at R.P. Communications had revealed “Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P”.

Mohan, a senior creative manager at R.P. had said Giri seemed to have changed, and that he seemed to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn’t entertain any questions or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri. After an informal chat with Giri, Nicky felt that one of the causes of Giri’s behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri “You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before”. Nicky decided to seek the help of CEO of Learn & Grow Leadership Centre (LSLG), a Training firm, who regularly holds workshops meant for helping professionals and executives of firm on how to manage the stress that could cause various levels of conflicts for the individual as well as the organisation.

**Questions for Discussion**

a). What do you think is the major cause of the problem in the above case? (5 Marks)  
b). Do you agree with Nicky that Role Ambiguity may have caused a change in Giri’s behaviour? Why? (5 Marks)  
c). Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future? (5 Marks)