

Seat
No.

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आभास - 045

106

**Organizational Behavior
(4106)**

P. Pages : 4

Time : Three Hours

Max. Marks : 60

Instructions to Candidates :

1. Do not write anything on question paper except Seat No.
2. Answersheet should be written with blue ink only. Graph or diagram should be drawn with the same pen being used for writing paper or black HB pencil.
3. Students should note, no supplement will be provided.
4. All questions carry equal marks.
5. Write **any three** questions from section - I & **any two** cases from section - II.

SECTION - I

1. Define O. B. ? Discuss various disciplines contributing to O. B. 12
2. Explain any two theories of motivation. 12
3. What is personality ? What are its determinants which of them, you feel, are more important in shaping personality. 12
4. Could someone be a manager but not a leader ? A leader but not a manager ? Both a leader and a manager ? Explain. 12
5. Write short notes **any three**. 12
 - a) Johari window.
 - b) Goal setting theory.
 - c) Group norms.
 - d) Planned change.
 - e) Stress & task performance

SECTION - II

6. Case study - I : The beauty Parlour

12

Most beauty parlors are characterized by poor management and mediocre profits. But Swaroop Beauty Parlor having 16 branches in Mangalore and Udupi are making huge profits. Average sales at the chain's 16 beauty parlors are triple the industry figure; sales per customer are almost twice the industry average.

When Diana launched her first beauty parlor in 1996, she envisioned a chain of elegant salons located in shopping malls and super markets providing excellent service to girls and requiring no appointments, attracting high-volume business and making large profits. To make her vision a reality, she would need to motivate the hairdressers to provide better service. The average salary in the industry is about Rs. 5000/=, forcing the hairdressers to try to find a better way to make a living.

As a solution, Diana came up with an elaborate incentive plan geared to encouraging the hairdressers to provide excellent service. Hairdressers at Swaroop received a 35% commission on payments from customers who requested them by name, as opposed to 25% on payments from regular walk-in customers who made no requests. Thus, hairdressers who please customers are more likely to be requested and are rewarded for their efforts. There are also annual bonuses. Once each quarter, each hairdresser is rated on a scale of 1 to 10, with points related to attitude, customer service, and the extent to which individual and the beauty parlor goals have been met. Individuals who receive all 10 points each Quarter receive an additional bonus amounting to 10% of their annual commissions. There are "super bonuses" for the most requested hairdresser. In addition, there is profit sharing, which recently was 15% of gross pay for everyone in the company.

Diana works hard to make sure the employees understand the incentive system and the rationale behind each element. In addition, the hairdressers often contribute ideas for refining the system. Diana also keeps track of these indicators, as well as data about customer traffic and trends, through a computer system that gives her access to data within seconds.

Analyse the Case

7. Case study - II : Career & Marriage**12**

After receiving her MBA from Mangalore University, Sylvia began her career as a management trainee in Hind Detergent Company. The company only employs rank students but this causes intense competition for promotion. After three years on the job, Sylvia's progress has been mediocre. Her personal life has been equally unsatisfactory. At times she has considered marrying Stevan, her boyfriend from her collage days. But Sylvia is cautious about marring because she feels marriage could interfere with her career.

Sylvia is never at ease with her boss Vinod because he criticizes her work and is very domineering. However, she finds her work interesting and challenging, but the work pressure and Vinod's attitude are almost too much for her. She sometimes goes home feeling very tired and suffers from recurring tension headaches.

Sylvia and her boyfriend Stevan spend several hours a week together, but the relationship is not what she hoped it might be. She is mulling over the following alternatives:

1. That she should yield to her boyfriend's insistence that they should marry.
2. That she should provide her boyfriend with sex so that his insistence on marriage could be postponed
3. That she should combine marriage and a career.
4. That, regardless of what she does about marriage, she should change jobs.

Analyse the Case

8. Case study - III : The Port Story

12

Ivan was a school dropout. He joined the New Mangalore Port Trust (NMPT) in the warehouse section. His job was to unload boxcars that supply materials to the local industries in the area.

After two weeks on the job, Ivan was amazed how little work the men in the warehouse section accomplished. It seemed that they were forever standing around talking or wasting their time. Whenever there was work, they went and hid themselves till the work was done. Many a times, Ivan found himself alone unloading a boxcar while the other members in the group were off messing around in some other place. When Ivan complained to his co-workers, they made it very plain that if he did not like it, he could go home and find another job but if he complained to the supervisor, he would be sorry. Ivan was deliberately excluded from any of the group members' informal activities such as talking or playing games.

Ivan wondered why his co-workers did so little work, because the money was good. He could not take it anymore and finally confronted an old worker with the Question of why they shirked work. The old worker replied, "Son, if you were here as long as I have been, you would be just like us".

QUESTIONS

1. Why didn't the group accept Ivan?
2. Do you agree with the old worker's last statement in the case? Why or why not?

Analyse the Case
