Reg.No. \_\_\_\_\_\_\_\_\_\_\_\_

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**End Semester Examination – Nov/Dec– 2018**

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| **Code :** | **18MS3001** | **Duration :** | **3hrs** |
| **Sub. Name :** | **ORGANIZATIONAL BEHAVIOR AND MANAGEMENT** | **Max. marks :** | **100** |

**ANSWER ALL QUESTIONS (5 x 20 = 100 Marks)**

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| **Q. No.** | **Sub Div.** | **Questions** | **Course Outcome** | **Marks** |
| 1. | a. | Define Management. | CO1 | 5 |
| b. | List the functions of Management. | CO1 | 5 |
| c. | Explain the Theories of Management. | CO1 | 10 |
| (OR) | | | |  |
| 2. | a. | State the meaning of OB. | CO1 | 5 |
| b. | Give the importance of OB. | CO1 | 5 |
| c. | Discuss the types of Organization Structure. | CO1 | 10 |
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| 3. | a. | Elucidate the approaches of OB. | CO2 | 6 |
|  | b. | Delineate the contributing disciples to OB. | CO2 | 7 |
|  | c. | Enumerate the Theories of Personality. | CO2 | 7 |
| (OR) | | | |  |
| 4. | a. | Give the definition of Emotional Intelligence. | CO2 | 5 |
|  | b. | How is perception defined? | CO2 | 5 |
|  | c. | Write a note on Hawthorne Studies. | CO2 | 10 |
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| 5. | a. | Mention the stages in group formation. | CO3 | 5 |
|  | b. | Identify the steps in Group Decision Making. | CO3 | 5 |
|  | c. | What are the steps in Team Building? | CO3 | 10 |
| (OR) | | | |  |
| 6. | a. | Present the meaning of motivation and its theories. | CO3 | 5 |
|  | b. | Differentiate a group from a team. | CO3 | 5 |
|  | c. | Make a presentation on leadership theories. | CO3 | 10 |
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| 7. | a. | What is Interpersonal Communication? | CO4 | 5 |
|  | b. | Comprehend on the Communication Process. | CO4 | 5 |
|  | c. | Highlight the methods to improve Interpersonal Communication. | CO4 | 10 |
| (OR) | | | |  |
| 8. | a. | Analyze the barriers in Communication. | CO4 | 5 |
|  | b. | Brief on Organizational Design. | CO4 | 5 |
|  | c. | Elaborate on OCTAPACE. | CO4 | 10 |
|  | | **Compulsory:** |  |  |
| 9. |  | Prakash is the project manager of a group of engineers at Toto Engineering Services Ltd. His dilemma is what to do about Smitha, a relatively new and extremely capable engineer. TES Ltd. was founded for the purpose of providing engineering services. A group of engineering and support personnel with valuable knowledge and experience was assembled. All engineers and technicians were male.  The company acquired another small firm which included six male and one female engineer. The reorganized company had one vice-president (Prakash was promoted as VP in the merged company) and two project managers, Santhosh from TES and Raman from the acquired firm. These employees from the acquired firm had to be absorbed into the two project teams.  Santhosh coming from the acquiring company naturally wanted the very best engineers to be in his team. Among the engineers coming from the acquired company Smitha was technically more capable. She had excellent recommendations from her previous manager. Santhosh felt that Smitha was the best choice. Though she was the only women in the project, she seemed to get along well with the other engineers. Her manager had only good reports from the customers as well as from her associates. All her evaluations were outstanding.  Santhosh therefore asked for Smitha to be put into his team. The other members came from TES Ltd.  The TES team until now had only males. The boys spent a great deal of their day in each other’s office working together on a proposal for customer or developing the best engineering approach to a problem. They were a close-knit group very loyal to the company. They sometimes engaged in sexy jokes or used language that might be considered crude by the general population, but they confined it to their own inner circle of fellow engineers. There is no harm intended, and it is all in the spirit of fun.  Smitha felt that very often the men acted inappropriately in her presence. She didn’t appreciate the joke telling and she felt that some of her fellow engineers made comments that were degrading to women. Smitha kept her feelings to herself, thinking that she had to avoid making waves in order to get along in a male-dominated profession. Smitha was disappointed in herself for compromising her strongly held beliefs about appropriate behaviour at the workplace. She vowed to herself that she would never again let a single questionable act or remark go unchallenged.  The engineers working in Santhosh’s group welcomed Smitha warmly. They knew from talking with her former colleagues that Smitha was a good engineer. Smitha jumped into her new job with enthusiasm and high spirits until she saw the pictures of simply dressed girls on the desk of one of the engineers. She immediately marched into Prakash’s office and complained about the pictures. Prakash saw to it that the pictures were promptly removed. Three days later, Smitha overheard a group of engineers joking around in their customary crude manner, and she reported to Prakash that she was offended. Before Prakash could address this complaint, Smitha was back in her office. This time she was extremely upset with the comments from her project manager Santhosh who told her “you did a great job getting those photos Baby. I never have such luck. It must be because you are a female. You can just show a little leg and get what you want” Prakash had to address this problem.  Questions: |  |  |
| a. If you were Prakash how would you address this serious problem? | CO4 | 5 |
| b. Do you feel that comments like the one made by Santhosh is justified? | CO4 | 5 |
| c. Explain the different OD Interventions related with the case | CO4 | 10 |