Total no of Pages: 2

Register Number: **6703**

Name of the Candidate:

M.B.A. DEGREE EXAMINATION, 2011

(CUSTOMER RELATIONSHIP MANAGEMENT)

(FIRST YEAR)

(PAPER-V)

150. ORGANIZATIONAL BEHAVIOUR

Dec.)   (Time: 3 Hours

Maximum: 75 Marks

SECTION-A

(5×3=15)

Answer any FIVE questions
All questions carry equal marks

1. a) Define Organizational Behaviour

    b) Give the basic model of O.B

    c) Define Personality

    d) Mention the methods to measure attitude

    e) What do you mean by departmentation?

    f) Write a short note on communication.

    g) What is meant by leadership?

    h) What do you mean by Organizational Development?

SECTION-B

(3×10=30)

Answer any THREE questions
All questions carry equal marks

2. "Behaviour is generally predictable"-Do you agree or not? - Discuss

3. What contingency factors can improve the statistical relationship between attitude and behaviour?

4. Briefly explain the principles and types of departmentation.

5. Discuss the various types of groups and their characteristics.

6. Why is change resisted? How do you overcome the resistance to change?

SECTION-C

(1×15=15)

Answer any ONE question

7. Discuss how attitudes are formed? Do you think it is possible to change attitudes? If yes, what are the ways?

8. Explain the Hertzberg's theory of motivation and compare it with Maslow's Need Hierarchy theory.

9. Explain the values of Organizational Development and OD Process.

SECTION-D

(1×15=15)

(Compulsory)

10. Case study: Data will set you free

Ford CEO Alan Mulally is known for starting meetings by saying "Data will set you free" and for trying to change Ford's culture to one that is based on increased accountability, more information sharing, and hard metrics. "You can't manage a secret, "he is also fond of saying. Although it's not clear whether Mulally's approach will work at Ford, which is known for its self-contained fiefdoms where little information is shared, some companies have found that managing people according to hard metrics has paid off. Consider Freescale Semiconductor, a computer chip manufacturer based in Austin, Texas.

Freescale has discovered that in order to have the right people at the right time to do the right job, it needs an extensive and elaborate set of metrics to manage its 24,000 exployees in 30 countries. Of particular concern to Freescale is retention. "There's no greater cost than human capital, especially in the technology industry," says Jignasha Patel, Freescale's director of global talent sourcing and inclusion. "When you've got a tenured employee that decides to walk out the door, it's not just one person leaving, it's that person's knowledge and network and skills"

To manage talent and prevent turnover, Freescale holds line managers accountable for recruiting, hiring, and retaining employees. To do that, managers need to project their talent needs into the future and reconcile those with projected availabilities. Patel provides line managers with census data that help them make their projections, but at the end of the day, the responsibility is theirs. "What we have done is taken all of our inclusion data, all our metrics and we've moved the accountability over to the business unit," Patel says.

Patel also provides Freescale managers with benchmark data so they can compare their effectivness with that of other units. The benchmark data include the number of people hired, turnovers, and promotions and break downs by demographic categories. "There's for everything we do," Says Patel.

Questions:

a) Why do you think Freescale focuses on metrics? Why don't more organizations follow its approach?

b) As a manager, would you want to be accountable for the acquisition and retention of employees you supervise? Why or why not?

c) In general, what do you think are the advantages and limitations of such metrics?

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