

## University Question Paper

October – 2018

Note: (1) All questions are compulsory. (2) Figures to right indicate full marks.

- (1) (A) Select the most appropriate answer from the options given below: (Any Ten) (10)
- (1) \_\_\_\_\_ role involves monitoring activities to ensure they are being accomplished as planned and correcting any significant deviation. (a) Decisional (b) Conceptual (c) Controlling (d) Leading
  - (2) A manager with \_\_\_\_\_ skills has the mental ability to analyze and diagnose complex situations. (a) technical (b) informational (c) decisional (d) conceptual
  - (3) The science that seeks to measure, explain and sometimes change the behaviour of humans and animals is called \_\_\_\_\_. (a) Sociology (b) Intuition (c) Social Psychology (d) Psychology
  - (4) The emotional or feeling segment of an attitude is called its \_\_\_\_\_ component. (a) affective (b) cognitive (c) behavioural (d) motivational
  - (5) \_\_\_\_\_ describe a positive feeling about a job resulting from an evaluation of its characteristics. (a) Job satisfaction (b) Organizational commitment (c) Job engagement (d) Job involvement
  - (6) \_\_\_\_\_ refers to employee's beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job and their perceived autonomy. (a) Psychological empowerment (b) Organizational commitment (c) Job engagement (d) Job involvement
  - (7) Under \_\_\_\_\_ manager's assume employees can view work as being as natural as rest. (a) Theory X (b) Theory Y (c) Maslow's theory (d) Herzberg's theory
  - (8) The goal setting theory says that specific and difficult goals with feedback, lead to \_\_\_\_\_. (a) higher performance (b) higher satisfactory (c) higher commitment (d) higher payment
  - (9) The three elements in motivation are intensity, direction and \_\_\_\_\_. (a) persistence (b) performance (c) feedback (d) intensity
  - (10) \_\_\_\_\_ is defined as the ability to influence a group toward the achievement of a vision or set of goals. (a) Motivation (b) Business (c) Emotional Maturity (d) Leadership
  - (11) A core component of Emotional intelligence is \_\_\_\_\_. (a) empathy (b) sympathy (c) emotional stability (d) friendliness
  - (12) \_\_\_\_\_ was the behavioral dimension of leadership identified by the Ohio state studies. (a) Consideration (b) Employer oriented (c) Concern for people (d) Production oriented
- (B) State whether the following statements are True or False: (Any Ten) (10)
- (1) Leading is a process that includes defining goals, establishing strategy and developing plans to coordinate activities.
  - (2) When a manager plays the role of a controller he takes corrective action when the organization faces unexpected disturbances.

- (3) A manager who initiates and oversees new projects is performing the role of a leader.
- (4) The behavioral components of an attitude is a description of or belief in the way things are.
- (5) In organizational commitment an employee identifies with a particular organization and its goals and wishes to remain a member.
- (6) Perceived Organizational Support is the individual's involvement with, satisfaction with and enthusiasm for the work she does.
- (7) In McClelland's theory, need for power is the drive to excel, to achieve in relation to a set of standards to strive to succeed.
- (8) According to Herzberg's theory when hygiene factors are adequate, people will be satisfied.
- (9) Procedural justice is an overall perception of what is fair in the workplace.
- (10) Agreeableness has been found to be the most important trait of an effective leader.
- (11) Vision is a long-term strategy for attaining a goal or goals.
- (12) A boss is a senior employee who sponsors and supports a less experienced employee called a protégé.

**(2) Answer any Two of the following:**

- (a) Define the terms manager and organization. Discuss the various managerial skills that differentiate effective from ineffective managers. (15)
- (b) Discuss how nowadays managers have to deal with workplace diversity and cope in a world of temporariness.
- (c) How do organizations help their employees achieve work-life balance in a bid to motivate them?

**(3) Answer any Two of the following:**

- (a) Define attitude. Discuss job involvement and organizational commitment as major job attitudes. (15)
- (b) Define job satisfaction. Examine the responses of employees to job dissatisfaction.
- (c) Explain how job satisfaction is related to organizational citizenship behaviour and employee turnover.

**(4) Answer any Two of the following:**

- (a) Examine Herzberg's two factor theory of motivation. (15)
- (b) Explain inequity and discuss the six choices that employees make to resolve inequity.
- (c) Discuss the detail the Expectancy theory of motivation.

**(5) Answer any Two of the following:**

- (a) Discuss Fred Fiedler's contingency model of leadership. (15)
- (b) How can people be trained to become charismatic leaders? What is the dark side of charismatic leaders?
- (c) Write a detailed note on transformational leadership.

**(6) Write short notes on: (Any Four)**

- (a) Mintzberg's managerial roles. (b) Disciplines that contribute to OB field. (20)
- (c) Components of attitudes. (d) Type of organizational justice. (e) Michigan state studies of leadership.
- (f) Importance of mentorship.

## University Question Paper

October – 2019

Note: (1) All questions are compulsory. (2) Figures to the right indicate full marks for the questions.

(A) Complete the following statements by selecting the appropriate answers: (Any Ten)

- (1) \_\_\_\_\_ is a process that includes defining goals, establishing strategy and developing plans to co-ordinate activities. (a) Planning (b) Leading (c) Controlling (d) Organizing (10)
- (2) Managers who are required to perform duties which are ceremonial and symbolic in nature are called \_\_\_\_\_. (a) figurehead (b) monitor (c) leader (d) negotiator
- (3) \_\_\_\_\_ function involves monitoring activities to ensure they are being accomplished as planned and correcting any significant deviation. (a) Conceptual (b) Decisional (c) Leading (d) Controlling
- (4) \_\_\_\_\_ are evaluative statements either favourable or unfavourable about objects people or events. (a) Attitudes (b) Motives (c) Beliefs (d) Actions
- (5) The emotional or feeling segment of an attitude is called as \_\_\_\_\_ component. (a) affective (b) cognitive (c) behavioural (d) motivational
- (6) \_\_\_\_\_ refers to an employee's belief in the degree to which they influence their work environment, competence, meaningfulness of their job and perceived autonomy. (a) Psychological empowerment (b) Organizational commitment (c) Job engagement (d) Job involvement
- (7) Affection, belongingness, acceptance, and friendship are elements of \_\_\_\_\_ need. (a) basic (b) social (c) safety (d) esteem
- (8) McClelland's Theory of needs focuses on \_\_\_\_\_ needs. (a) five (b) two (c) three (d) six
- (9) \_\_\_\_\_ is the perceived degree to which one is treated with dignity and respect. (a) Distributive justice (b) Interactional justice (c) Procedural justice (d) Organizational justice
- (10) \_\_\_\_\_ are better predictors of the emergence of leaders. (a) Behaviour (b) Traits (c) Educational qualifications (d) Followers
- (11) Relationship oriented leaders perform better in \_\_\_\_\_ situations. (a) Extremely favourable (b) Extremely unfavourable (c) Slightly favourable (d) Moderately favourable
- (12) \_\_\_\_\_ leadership theory states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviours. (a) Charismatic (b) Transactional (c) Transformational (d) Mentoring

(B) State whether the following statements are True or False: (Any Ten) (10)

- (1) Leading involves motivating employees, directing others, selecting the most effective communication channels and resolving conflicts.



- (2) When the manager is responsible for motivating and directing employees he is performing a figurehead role.
  - (3) In technical role manager maintain a network of outside contact that provide favours and information.
  - (4) Attitude has two components.
  - (5) The motivational component of an attitude is a description of or belief in the way things are.
  - (6) In organizational commitment an employee identifies with a particular organization and its goals and wishes to remain a member.
  - (7) Aptitude measures how long a person can maintain effort.
  - (8) Frederick Herzberg proposed the Two-Factor Theory of Needs.
  - (9) The perceived fairness of the amount and allocation of rewards among individuals is known as distributive justice.
  - (10) Leadership is defined as the process that account for an individual's intensity, direction and persistence of effort towards attaining a goal.
  - (11) Target is a long-term strategy for attaining goal or goals.
  - (12) Transactional leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirement.
- (2) **Answer any Two of the following:** (15)
- (a) Define and the term manager and organization. Explain the various skills used by a manager in an organisation.
  - (b) "Organisational Behaviour is an applied behavioural science built on the contributions from a number of behavioural disciplines". Explain.
  - (c) How do managers cope with globalization and maintain a positive work environment?
- (3) **Answer any Two of the following:** (15)
- (d) Name the major job-related attitudes. Explain in detail any two major job related attitudes.
  - (e) Write a detailed note on job satisfaction and explain its relationship to absenteeism and turnover.
  - (f) Explain the exit-voice-loyalty-neglect model.
- (4) **Answer any Two of the following:** (15)
- (d) Describe the three elements of motivation. Explain the theory of needs by McClelland.
  - (e) Write a detailed note on goal setting theory.
  - (f) Explain the Equity theory of motivation.
- (5) **Answer any Two of the following:** (15)
- (d) Discuss Fred Fiedler's contingency model of leadership.
  - (e) Explain transformational leadership.
  - (f) Who is a mentor? Explain the two functions associated in a mentor and protégé relationship.
- (6) **Write short notes on: (Any Four)** (20)
- (a) Managerial roles. (b) Job satisfaction and work place deviance.
  - (c) Measurement of job satisfaction. (d) Theory X and Y. (e) Expectancy theory of motivation. (f) Behavioural Theories of Leadership.