

CODE MS5C-512

**Institute of Management Studies
Devi Ahilya University
JUNE - 2022**

**MBA(Financial Administration)EXAMINATION
SEMESTER - II**

ORGANISATIONAL BEHAVIOUR

TIME: 3 HOURS

MAX. MARKS: 60

NOTE: ATTEMPT ANY FOUR OUT OF SIX QUESTIONS IN SECTION A. SECTION B IS COMPULSORY. EACH QUESTION CARRIES EQUAL MARKS.

- Q1. Mention the major milestones in the history of organisational behaviour.
- Q2. What are the models of OB? Explain
- Q3. What is perception ? what are the factors influencing perception?
- Q4. what is personality? What are its determinants? According to you which theory of personality is more comprehensive?
- Q5. Explain the process of motivation. Explain any two theories of motivation with their relevance in a competitive environment.
- Q6. Explain the process of group decision making with two phenomena that impact group decision making. Also explain ways by which group cohesiveness can be increased.

Section B(Compulsory)

Solve the case and answer the questions given below.

Sameer Mehta works for Alpha Pharma Ltd. Alpha Pharma is a 40 year old traditional company which manufactures pharmaceutical products ranging from antibiotics to cough syrups. Sameer is a medical representative and has to make on an average 10 calls per day to promote the company's products to the doctors. He has been working with the company for the past four years. He is a smart employee who has marketed the company's products well. However, Sameer hates if someone were to highlight his flaws. He has often argued during his performance appraisal with his boss Sudhakar if he has been critical. Sudhakar finds Sameer to be a difficult person who always expects praise and never proper criticism. Whereas Sameer believes he has been loyal with the company in the face of offers with the competitors, as well as he has really worked hard for the company. He strongly believes that

Sudhakar should be more encouraging in his approach by praising good work done rather than criticizing him. Sudhakar on the other hand believes in honestly telling the subordinated about where they have gone wrong to help them correct themselves in future. He also believes that too much praise would make the employee self-complacent. Recently Sudhakar was taking stock of Sameer's work for the month and he realised that on an average Sameer has made 8-9 calls per day instead of 10. So, he decided to talk it out with Sameer.

When Sameer met Sudhakar he was full of apprehension. He expected criticism and hence prepared his response in advance. When Sudhakar asked him about the number of calls made during the month, he immediately said that the new product that he was promoting was a product which faced stiff competition in the market. Obviously because of this he had to spend more time convincing the doctors. Sudhakar seemed to be in doubt about this. Sameer further said that he had tried to cover the doctors spread over a large geographic area which made commuting cumbersome. Sudhakar was convinced that Sameer was not ready for any suggestions for improvements. Sudhakar closed the meeting by clearly sounding Sameer on the lapse that had been committed during the month and also advised him to be careful in the future. Sameer still believed that Sudhakar was as usual being critical about him and was simply indulging in nit-picking.

Q1. Define the problem posed in the case. What advice will you give Sudhakar to change Sameer's perception about him.