

Time: 3 Hours

Marks: 100

N.B:

1. All questions are compulsory
2. Figures to the right indicate full marks

Q1 A. Complete the following statements by selecting the appropriate answers (Any 10) (10)

- i. A manager performs the _____ role to represent the organization to an outsider.
 - a) resource allocator
 - b) negotiator
 - c) spokesperson
 - d) figurehead
- ii. _____ skills encompass the ability to apply specialized knowledge or expertise.
 - a) Human
 - b) Technical
 - c) Conceptual
 - d) Interpersonal
- iii. The science that seeks to measure, explain and sometimes change the behaviour of humans and animals is called _____.
 - a) Psychology
 - b) Social Psychology
 - c) Anthropology
 - d) Sociology
- iv. The _____ component of an attitude is a description of or belief in the way things are.
 - a) behavior
 - b) motive
 - c) affective
 - d) cognitive
- v. _____ is the degree to which employees believe the organization values their contribution and cares about their well-being.
 - a) Organizational Commitment
 - b) Psychological Empowerment
 - c) Perceived Organizational Support
 - d) Job Engagement
- vi. _____ response passively allows conditions to worsen.
 - a) Exit
 - b) Voice
 - c) Loyalty
 - d) Neglect
- vii. Affection, belongingness, acceptance, and friendship are elements of _____ need.
 - a) basic
 - b) safety
 - c) esteem
 - d) social

- viii. In McClelland's theory _____ is the drive to excel, to achieve in relation to a set of standards, to strive to succeed.
- nAch
 - nPow
 - nAff
 - nCom
- ix. The perceived fairness of the amount and allocation of rewards among individuals is known as _____.
- interactional justice
 - organizational justice
 - distributive justice
 - procedural justice
- x. _____ theories consider personal qualities and characteristics that differentiate leaders from non-leaders.
- Behavior
 - Trait
 - Contingency
 - Situational Leadership
- xi. Fiedler developed the _____ questionnaire to identify the style of leadership.
- LPC
 - CPL
 - PBL
 - BLP
- xii. _____ is a characteristic of transactional leaders.
- Idealized influence
 - Intellectual stimulation
 - Contingent reward
 - Unconventional behavior

Q1 B. State whether the following statements are true or false (Any 10)

(10)

- Managers who act as a conduit to transmit information to organizational members are performing the role of a monitor
- The study of people in relation to their social environment or culture is called Psychology
- When a manager has the ability to work with, understand and motivate other people or group he has human skills.
- Job involvement describes a positive feeling about a job resulting from an evaluation of its characteristics.
- Employee Engagement is the individual's involvement with, satisfaction with and enthusiasm for the work she does.
- The voice response means passively but optimistically waiting for conditions to improve.
- A theory that relates intrinsic factors to job satisfaction and associates extrinsic factors with dissatisfaction is known as Equity Theory
- Goal setting theory says that specific and difficult goals, with feedback, lead to higher performance
- Expectancy theory of motivation focuses on three relationships.
- Agreeableness has been found to be the most important trait of effective leaders.
- Relationship oriented leaders perform better in extremely favourable situations.
- A protégé. is a senior employee who sponsors and supports a less experienced employee, called a mentor.

Q2 Answer any Two of the following (15)

- a) Define Organizational Behaviour. What are the functions of a manager?
- b) "Managers are faced with the challenge of dealing with workplace diversity and globalization" Discuss.
- c) How do organizations help their employees achieve work-life balance in a bid to motivate them?

Q3 Answer any Two of the following (15)

- a) Explain the concept of attitude and discuss the relationship between its components
- b) Define job satisfaction and discuss in detail how it can be measured.
- c) Discuss the relationship between job satisfaction, workplace deviance and absenteeism.

Q4 Answer any Two of the following (15)

- a) Define motivation. Explain Maslow's hierarchy of needs theory.
- b) Explain Herzberg's two factor theory of motivation
- c) Discuss in detail the concept of organizational justice in relation to Equity theory.

Q5 Answer any Two of the following (15)

- a) Define leadership. Explain the Trait theories of leadership.
- b) What are the key characteristics of charismatic leaders and how do they influence their followers?
- c) Explain the concept of mentorship. Discuss the functions associated in a mentor and protégé relationship.

Q6 Write short notes on (Any Four) (20)

- a) Creating a positive work environment
- b) Coping with temporariness
- c) Exit Voice Loyalty Neglect Framework
- d) Theory X Theory Y
- e) Characteristics of high achievers
- f) Michigan State Leadership Studies
