



MB 104 (N)

**First Semester Master of Business Administration (MBA)
Examination, September 2016
Course – 4 : ORGANIZATIONAL BEHAVIOUR (New)**

Time : 3 Hours

Max. Marks : 80

SECTION – A

1. Answer **any five** sub-questions. **Each** sub questions carries **3** marks. **(5×3 = 15)**
- a) What are the determinants of Organisational Behaviour ?
 - b) What are the barriers of perception ?
 - c) What are the elements of Social Learning ?
 - d) What are the reasons for emergence of Informal Groups ?
 - e) What do you mean by Change Agent ?
 - f) What are the emerging issues of Organisation Culture ?
 - g) Define Workforce Diversity.

SECTION – B

- Answer **any four** questions. **Each** question carries **5** marks. **(4×5 = 20)**
- 2. What are the salient features of Autocratic Model ?
 - 3. Explain organization climate.
 - 4. Explain the factors influencing Group Cohesiveness.
 - 5. What are the advantages and disadvantages of Group Decision making ?
 - 6. What are the characteristics of Organisational Development ?
 - 7. Explain the factors that affect Employee Morale.

P.T.O.



SECTION – C

Answer **any three** questions. **Each** question carries **10** marks.

(3×10 = 30)

8. Explain any two theories of personality.
9. Discuss the factors affecting individual behaviour.
10. Explain the factors affecting perception.
11. Explain the concept of “Resistance to Change” in a growing, developing organisation.
12. In the fast changing Socio, Economic and Technological scenario there is possibility of impact on Work Life Balancing. Discuss the initiatives that are to be taken by the Top Management to increase the Quality of Work Life of employees.

SECTION – D

13. Case Study (**Compulsory**).

(1×15=15)

Infosys since its founding in 1981 by Narayana Murthy (Murthy) and six others was known for leadership development and succession planning. In 2001, the company set up the Infosys Leadership Institute (ILI) to nurture and groom future leaders. Since most of the company’s founders were approaching retirement, it developed a strong leadership pipeline and defined clear successors to lead the company. Ever since Murthy announced his plans to retire by August 2011, the company had been focusing on bringing in a successor to him.

In May 2011, Infosys chose banking veteran, KV Kamath (Kamath), former CEO of ICICI Bank, the largest private sector bank in India, as the non-executive chairman of Infosys. Soon after Kamath took over his position in August 2011, Kris Gopalakrishnan (Gopalakrishnan) and SD Shibulal (Shibulal) were made the executive co-chairman and CEO and managing director respectively.

Having been led by charismatic founding members as leaders for decades the company faced the challenge of smoothly transitioning to a professional leadership independent of the founders, at the same time maintaining the values the company stood for.



The company's strategy of bringing in an outsider met with mixed reactions. Some analysts felt that bringing in an outsider like Kamath who had proven his skills at ICICI Bank would work in favor of Infosys. Some investors, on the other hand, felt that had the company brought in outsiders for the positions of executive co-chairman and CEO and MD, the stock markets would have reacted positively. Some industry experts felt that the internal restructuring at the company had come at a time when the company was under performing compared to its peers. Infosys, however, maintained that the company had carried out seamless transitions in the past and would continue doing so considering its depth of leadership.

Questions :

- 1) Analyze the leadership transition at Infosys.
 - 2) Understand the issues and challenges while managing leadership transition at the company.
 - 3) Do you agree outsider with different background will be able to occupy the leadership position at Infosys ? Justify your answer.
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