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**MBAH 403**

**First Semester M.B.A. Degree Examination, January 2017**  
**(Choice Based Credit System)**  
**BUSINESS ADMINISTRATION**  
**Organisational Behaviour**

Time : 3 Hours

Sri Dhermaathala Manjunathswara  
College of Business Management, Mangalore  
Post Graduate Centre for Management  
Studies and Research Library

Max. Marks : 70

**SECTION – A**  
**(Compulsory)**

**Note :** Answer to the question should **not** exceed **six** pages.

**(1×15=15)**

1. Discuss some organizational problems that might be resolved using different motivation models ? What are the potential problems in using the motivation theories ?

**SECTION – B**

**Note :** Answer **any five** of the following questions. **Each** question carries **8** marks.  
Answer to the question should **not** exceed **five** pages.

**(5×8=40)**

2. Analyse the contributions of various disciplines to organizational behavior.
3. What is authentic leadership ? Why do ethics and trust matter to leadership ? Are leadership and management different from one another ? If so, how ?
4. What are the causes and consequences of political behavior ?
5. What are the key tenets of expectancy theory ? What has research had to say about this theory ?
6. How do cross-cultures influence individual behavior ? Discuss.
7. Describe the concepts viz., locus of control, authoritarianism, Machiavellianism and introversion and extroversion. On a scale of 10, 1 being very low on the scale and 10 being very high, where do you place yourself on each of these personality dimensions ?

P.T.O.



8. Define the term values. Explain the significance of values and values in different cultures.
9. What are the opportunities that an organization can enjoy from cultural diversity ?  
What are the challenges that an organization faces due to cultural diversity ?

SECTION – C  
(Compulsory)

10. Case study : Read the following case and answer the questions given at the end.  
Your answer should **not** exceed **six** pages. (1×15=15)

Ask Michael E. Marks about his company's procedures for making a big capital investment and he is likely to refer you to the Flextronics International Corporate Policy Manual. It has 80 pages – all of them blank. Although Marks is Flextronics' chairman and CEO, he says he sometimes lets subordinates such as Humphrey W. Porter, the head of Flextronics' European operations, do multi-million-dollar acquisitions without showing him the paperwork. He disdains staff meetings at his San Jose (Calif) headquarters, and he refuses to draw up an organization chart delineating his managers' responsibilities.

One might think Marks's style is too casual for a growing conglomerate. This is a giant that owns dozens of factories scattered over four continents and has big contracts with some of the most demanding corporate customers on earth, from Cisco Systems Inc. to Siemens. In recent years it has acquired manufacturing plants, design firms, and component makers in the United States, Europe and Asia. It also has landed huge manufacturing contracts with Motorola Inc. and Microsoft Corp.

As Marks sees it, the business of global contract manufacturing is all about speed. The time it takes to get a prototype into mass production and onto retail shelves across the globe can determine whether a leading-edge digital gadget succeeds or flops. And with the Internet and corporate makeovers rapidly reconfiguring entire industries. Marks thinks it's a bigger sin to miss important opportunities than to make a mistake or two. So he doesn't want to tie down his top manager with bureaucracy. One of mark's favorite dictum : "It's not the big who eat the small. It's the fast who eat the slow".



So far, marks has managed to craft the right balance. A Harvard MBA who had run several small electronics makers, marks helped engineer a takeover of Singapore-domiciled Flextronics in 1993, when it was nearly bankrupt. After turning the company around, he began to rebuild. Flextronics became a favored supplier to companies like Cisco, 3Com, and Palm. Flextronics is poised to become the world's second-largest contract manufacturer, after Milpitas (Calif.)-based Solectron Corp. Besides the industrial parks in Hungary, it also has huge manufacturing campuses in Mexico, China and Brazil.

The basketball hoop hanging in Mark's modest. Somewhat disheveled office seems to sum up his self-image. Marks is a passionate player – even though he stands all of 5 ft. 2 in. Likewise, in the business world. Marks seems determined to prove a point. One way or another, he's convinced he can retain the agile management style of a start-up, while making Flextronics a global enterprise that can play in the big leagues.

- 1) Based on your reading of the case, describe the leadership process used by Michael Marks. Do you think he is successful because of or in spite of his leadership approach ?
- 2) What leadership theories covered in the chapter would best support marks ? Give specific examples.
- 3) How do you think Marks would do in another industry such as retail ?



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