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**I Semester M.B.A. Degree Examination, January 2020****BUSINESS ADMINISTRATION****Organizational Behaviour**

Time : 3 Hours]

[Max. Marks : 70

PART - A
(Compulsory)Answer to the question should not exceed 6 pages **(1 × 15 = 15)**

1. Explain the three determinants of organizational behavior which impact organizational effectiveness.

PART - BAnswer **any five** questions. Each question carries **8** marks. Answer to the question should not exceed 5 pages : **(5 × 8 = 40)**

2. Examine critically the features of Type A and Type B personalities.
3. Explain the barriers accepting diversity. How to manage diversity?
4. Explain the components of attitude.
5. Describe classical conditioning and operant conditioning learning theories.
6. Explain the various approaches to conflict resolution.
7. How is the two-factor theory of motivation relevant in formulating HR policies?
8. Explain the Lewin's change model.
9. Explain the factors influencing perception.



PART-C
(Compulsory)

Answer to this question should not exceed 6 pages. **(1 × 15 = 15)**

10. SAS Institute Inc. is probably the least-well-known major software company in the world. The company makes statistical analysis software (hence the acronym SAS). It is growing very rapidly. From 1,900 employees five years ago, it now has 5,400. SAS is not your typical software company, it is not your typical *anything* company!

At its headquarters, just outside Raleigh, North Carolina, there is a 36,000-square-foot gym for employees. There is a large, hardwood aerobic floor; two full-length basketball courts; pool tables; a private, sky-lighted yoga room; and workout areas. Outside, there are soccer and softball fields. Massages are available several times a week, and classes are offered in golf, African dance, tennis, and Tai chi. The Company operates the largest on-site day-care facility in North Carolina. To encourage families to eat lunch together, the SAS cafeteria supplies baby seats and high chairs. To encourage families to eat dinner together, the company has a seven-hour workday, five days a week. Unlike many work-obsessive software firms, most SAS employees leave the office by 5 P.M. Management likes to call its workplace culture "relaxed."

The list of employee amenities at SAS goes on and on. Unlimited soda, coffee, tea, and juice. One week paid vacation between Christmas and New Year's Day. An on-site health clinic staffed with six nurse practitioners and two physicians. Zero cost to employees for health insurance. Dirty workout clothes laundered overnight at no charge. Casual dress every day. Eldercare advice and referrals. Unlimited sick days and use of sick days to care for sick family members.

Is this anyway to run a business? Management thinks so. SAS's strategy is to make it impossible for people not to do their work. Even though the company provides no stock options and salaries no better than competitive, the company has built an unbelievably loyal workforce. Whereas competitors typically have turnover rates above 30 percent, SAS's rate has never been higher than five percent.



Management claims that it saves \$67 million a year just in employee replacement-related costs such as recruitment, interviews, moving costs for new hires, and lost work time. That gives it an extra \$12,500 per year per employee to spend on benefits.

Just in case anyone wonders if the company makes any money, we will add the following: just two people Jim Goodnight and John Sail own SAS. *Forbes* magazine recently listed Goodnight, with \$3 billion, as number 43 on its list of the 400 richest people in America. Sail, with \$1.5 billion, was number 110.

Questions :

- (a) Discuss the organization climate variables influencing employee morale of SAS.
 - (b) Do you think the strategy adopted by SAS is right to retain and maintain the existing workforce?
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