



End-Term Examination, December, 2024

Master of Business Administration

MCMA711 - Behavior in Organization

Time: 3 Hours

Maximum Marks: 50

Instructions:

- 1) All questions under Section-A are compulsory.
 - 2) Attempt any five questions under Section-B
 - 3) Section C is compulsory.
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Section-A

1. (a) Fill in the blanks with appropriate words: 3[CO-1] [L-2]
 - (i) The study of societies to learn about human beings and their activities is called as.....
 - (i) The Managerial decision on the best available scientific evidence is called as.....
 - (ii) Gut Feeling, Individual observation and commonsense is the component of study.
1. (b) Give the term used for the following: 2[CO-1] [L-2]
 - (ii) The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.
 - (iii) The study of societies to learn about human beings and their activities.

Section-B

1. Explain Big five model of personality dimensions. 5[CO-2] [L-3]
2. Discuss social learning theory with example. 5[CO-1] [L-3]
3. Discuss the theory of classical conditioning in learning. 5[CO-2] [L-3]
4. Differentiate between gut feeling and systematic study? 5[CO-2] [L-5]

5. Give 5 dominant traits of your personality, explain it briefly. 5[CO-2] [L-5]

6. Give your Leadership style with an example. 5[CO-3] [L-4]

Section-C

CASE STUDY

DO ENDS JUSTIFY MEANS? 20[CO-3] [L-6]

The power that comes from being a leader can be used for evil as well as for good. When you assume the benefits of leadership, you also assume ethical burdens. But many highly successful leaders have relied on questionable tactics to achieve their ends. These include manipulation, verbal attacks, physical intimidation, lying, fear, and control. Consider a few examples:

Bill Clinton successfully led the United States through 8 years of economic expansion. Those close to him were committed and loyal followers. Yet he lied under oath (causing him to lose his law license) and “managed” the truth.

Jack Welch, former head of General Electric, provided the leadership that made GE the most valuable company in America. He also ruthlessly preached firing the lowest-performing 10 percent of the company’s employees every year.

Cisco Systems CEO John Chambers laid off nearly 20 percent of his workforce and commented that the tough times were “likely to be just a speed bump.” Tell that to the 17,000 workers he laid off. And yet, Cisco has returned to profitability.

Few U.S. presidents understood foreign relations or made as much progress in building international cooperation than did Richard Nixon. But his accomplishments are largely overshadowed by the meanness, dirty tricks, and duplicity he exhibited during his tenure in the White House.

Should leaders be judged solely on their end achievements? Or do the means they choose also reflect on their leadership qualities? Are employees, shareholders, and society too quick to excuse leaders who use questionable means if they are successful in achieving their goals? Is it impossible for leaders to be ethical *and* successful?

Questions

1. What is more important in judging a leader-his or her actions or the outcomes? Which should be more important?
 2. How much of leadership success is due to luck or other factors beyond a leader’s control?
 3. Are employees, shareholders, and society too quick to excuse leaders who use questionable means if they are successful in achieving their goals?
 4. Is it impossible for leaders to be ethical *and* successful?
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