

**G.V.M.'S Gopal Govind Poy Raiturcar College of
Commerce and Economics, Ponda Goa
M.Com. Semester I End Examination, November 2023
COM 503 Organisational Behaviour (OA-35)**

Duration: 2 Hours

Total Marks: 40

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- Instructions:** 1) This paper consists of *six* questions carrying *equal* marks.
2) Question No. 1 consists of *5 compulsory* questions of *2 marks each*.
3) Answer *any three* questions from Q. No. *2,3,4,5 and 6*.
4) Each question carries ten marks. Figures to the *right* indicate marks.
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1. Write short notes on the following. (5x2=10)
- a) The Self Actuating Man
 - b) Job-related causes of Stress
 - c) Reasons for Resistance to Change
 - d) Sources of Values
 - e) Transformational Leadership
2. Mr Murthy, an HR at TCS Ltd., aims to bring in increased job satisfaction among the employees of the company. Which components of the job should Mr Murthy focus on to achieve the target? (10)
3. Explain in detail the Thomas-Kilmann model of Conflict Resolution. Which, according to you, is the most appropriate behaviour in the model in resolving the conflict? (10)
4. Explain the various types of counselling and mention a specific type that you would prefer for your counselling by stating its merit. (10)
5. Identify and elucidate three different types of power within the organisation. (10)
6. Read the following case study on Change Management and answer the questions.

The first digital camera and the first-megapixel camera were both created by Kodak in 1975 and 1986, respectively. Why, then, did Kodak declare bankruptcy in 2012? When this new technology came out in 1975, it was expensive and had poor-quality images. Kodak anticipated that it would be at least ten years until digital technology started to threaten their long-standing business of camera, film, chemical, and photo-printing paper industries. Although that prediction came true, Kodak chose to increase the film's quality through ongoing advances rather than embracing change and working on digital technology. Kodak continued with the old business model and captured the market with 90% of the film and 85% of the cameras sold in America in 1976. With \$16 billion in annual sales at its peak, Kodak's profits in 1999 were around \$2.5 billion. This success boosted the brand's confidence, but there was complete complacency in embracing new

technology. Kodak started experiencing losses in 2011 as revenues dropped to \$6.2 billion. Fuji, a competitor of Kodak, identified the same threat and decided to transition to digital while making the most money possible from film and creating new commercial ventures, such as cosmetics based on chemicals used in film processing. Even though both businesses had the same information, they made different judgments, and Kodak was reluctant to respond. And when it started to switch towards digital technology, mobile phones with in-built digital cameras arrived to disrupt digital cameras. Although Kodak developed the technology, they were unaware of how revolutionary digitalisation would prove to be, rendering their long-standing industry obsolete.

- A) Why did Kodak fail to adapt to the digital photography revolution despite pioneering early digital camera technology? **(05)**
- B) What were the consequences of reluctance to embrace this disruptive change? **(05)**