

Code: BA2T6

I MBA - II Semester - Regular Examinations - AUGUST 2015

ORGANIZATIONAL BEHAVIOR

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1. Answer any FIVE of the following: 5 x 2 = 10 M

- a. Explain the significance of OB
- b. Bring out the difference between power and authority.
- c. Define attitude and explain about its components.
- d. Briefly write about Abraham Maslow's theory of motivation.
- e. Explain Johari Window.
- f. Define perception.
- g. What do you understand by organizational culture?
- h. What do you know about Type A personality?

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) What do you understand by the term OB? Identify the challenges and opportunities managers have in applying OB concepts.

OR

b) With the help of a model explain the various variables that affect OB.

3. a) Identify two early theories of motivation and explain their applicability today.

OR

b) Compare and contrast the trait theories and behavioral theories of leadership.

4. a) Define personality. What are the factors that determine an individual's personality?

OR

b) Identify the five stages of group development.

5. a) Trace out the common barriers to effective inter-personal communication.

OR

b) What is organizational change? List down and briefly explain the reasons for resistance to change.

6. a) How do organization cultures form?

OR

b) What is OD? Briefly explain OD techniques.

SECTION – C

7. Case Study

1 x 10 = 10 M

Cheryl Kahn, Rob Cartsons, and Linda Mc Gee have something in common. They all were promoted within their

organizations into management positions. And each found the transition a challenge.

Cheryl Kahn was promoted to director of catering for the Glazier Group of restaurants in New York City. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee's chronic lateness. She says she found her new role to be daunting. "At first I was like a bulldozer knocking everyone over, and that was not well received. I was saying, 'It's my way or highway.' And was forgetting that my friends were also in transition." She admits that this style alienated just about everyone with whom she worked.

Rob Cartsons, a technical manager at IBM in California, talks about the uncertainty he felt after being promoted to being a manager from being a junior programmer. "It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You try to be careful not to offend anyone. It's strange walking into a room and the whole conversation changes. People don't want to be as open with you when you become the boss.

Linda Mc Gee is now president of Medex Insurance Services in Baltimore, Maryland. She started as a customer service representative with the company and then leapfrogged over colleagues in a series of promotions. Her fast rise created problems.

She says colleagues “would say, ‘Oh, here comes the big cheese now.’ God only knows what they talked about behind my back.”

Questions:

1. A lot of new managers err in selecting the right leadership style when they move into management. Why do you think this happens?
2. What does this say about leadership and leadership training?
3. Which leadership theory could help new leaders deal with this type of transition?
4. Do you think it’s easier or harder to be promoted internally into a formal leadership position than to come into it as an outsider? Explain.