

Code: BA2T6

**I MBA - II Semester - Regular Examinations JULY 2014**

**ORGANIZATIONAL BEHAVIOUR**

Duration: 3 hours

Max. Marks: 70 M

**SECTION-A**

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

- a) Johari Window
- b) Traits theory of personality
- c) Burnout in stress management
- d) Synergy effect due to team performance
- e) Define Culture
- f) Theory Z
- g) Halo effect
- h) Ringelman's effect or Social Loafing

**SECTION – B**

**Answer the following: 5 x 10 = 50 M**

2. a) What are the challenges faced by Managers today which are compelling them to use OB concepts?

OR

b) Define Organizational Behaviour and discuss about the disciplines contributing to Organizational Behaviour.

3. a) Define Leadership. Compare the three leadership styles.

OR

- b) What do you understand by the Managerial Grid? Is it possible to achieve the coordinates (9, 9) on this grid? If so, is it really necessary?
4. a) Define Personality. What are the primary characteristics of Type A and Type B personality.  
OR  
b) What are Group Dynamics? Explain how the group takes birth and functions.
5. a) Contrast self-managed and cross functional teams. How can teams increase employee motivation?  
OR  
b) Why do people resist change? How do you overcome this problem?
6. a) Discuss the various interventions of OD.  
OR  
b) Describe the various approaches to organizational effectiveness.

### **SECTION – C**

#### **7. Case Study**

**1 x 10 = 10 M**

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15

crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) has been an amicable personality, he had always displayed keenness to gain knowledge – learn more, many-visible traits of creativity – in the sense try to make “unique”/different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all, and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as trainee, was surprised and recalling the contents of the just concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P. had said “Madam, Giri sir, scares the hell out of us by re~using to listen to our point to view”. Raj an executive at R.P. Communications had revealed “Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P”.

Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn’t entertain any questions or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one

of the causes of Giri's behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri "You know Nicky, my team is good, and however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before". Nicky decided to seek the help of CEO of learn & Grow Leadership Centre (LSLG), a Training firm, who regularly holds workshops meant for helping professionals and executives of firm~ to diagnose their own behaviour patterns as well on how to manage stress that could cause various levels of conflicts for the individual as well as the organization.

### **Questions**

1. What do you think is the major cause of the problem in the above case?
2. Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behaviour? Why?
3. Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?