

Code: BA2T6

I MBA - II Semester - Regular Examinations - JULY 2016

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 nature of OB.
 - b) What are the different value types?
 - c) Briefly describe the Reinforcement theory of motivation.
 - d) What do you understand by the term 'Role conflict'?
 - e) Explain Transactional Analysis.
 - f) Bring out the difference between individual level variables and group level variables.
 - g) Write short notes on grapevine communication.
 - h) What is stereotyping behavior?

SECTION – B

Answer the following: 5 x 10 = 50 M

- 2)**
- a) What are the key biographical characteristics and why are they relevant to OB?

OR

- b) Briefly review some of the most critical issues confronting managers for which OB provides solutions.

3)

- a) What are the main components of attitude? Discuss the factors that affect whether behavior follows from attitude.

OR

- b) Compare any two contemporary theories of motivation.

4)

- a) Identify the five stages of group development.

OR

- b) Highlight the importance of learning in organizations. Also describe the process of learning.

5)

- a) What are the factors that influence change in organizations? How do managers try to overcome resistance to change in organizations?

OR

- b) What are the key parts of the communication process, and how do you distinguish formal and informal communication?

6)

- a) Discuss the various OD interventions.

OR

- b) How do organizations create and sustain positive organizational culture?

SECTION – C

7. Case Study

1 x 10 = 10 M

Applebee's International is a large restaurant chain- with roughly 2,000 restaurants in the United States and 16 other countries- headquartered in the Kansas City area. Applebee's has been growing over time, opening roughly 100 new restaurants per year. As it has grown, the chain has found that its travel expenses have grown as well. Although much of the roughly \$6 million Applebee's was spending on travel was money well spent, the firm was interested in finding ways to contain the costs. Andrew Face, Applebee's senior manager of human resources, was asked by his boss, the senior Vice President of HR, to re-design Applebee's travel system. Face's job was to eliminate non-essential travel costs at the same time that he increased corporate travel benefits.

Face's first idea was to outsource- to look to an off-site call center, through which he would be able to negotiate group discounts for travel costs. But Face's boss thought outsourcing to a vendor would not offer the type of support Applebee's needed for its employee travelers. For example, managers' plans would often change, and they needed flexibility in the travel system to accommodate that.

Face eventually decided on Quality Agent, a Web-based system that offered employee support. Because Applebee's was concerned about weaning users off the old system (using travel agents), participation was voluntary. But Face got an e-mail every time an employee used Quality Agent to make an airline

reservation that did not fall within the Applebee's travel policy, so he could send an e-mail before the employee purchased the ticket to remind the person of the policy. He also got weekly reports on travel usage to control costs and usage patterns better.

Although these elements alone saved Applebee's money, Face was not finished. He decided to provide incentives for using the system. To employees who followed travel policy and took six or more trips per year, Face promised a pair of domestic airline tickets if the company saved \$ 100,000 in costs that first year. Eventually he got usage up to 55 percent to 60 percent of employee travel.

Questions:

- a) Identify the potential areas of resistance in introducing such programs?
- b) How should Face try to overcome this resistance to change in his organization?