

Code No: MB1626/R16

MBA II Semester Regular Examinations, May-2017

Organizational Behavior

Time: 3 Hours

Max. Marks: 60

*Answer Any FIVE Questions
All Questions Carry Equal Marks
Question No. 8 is Compulsory*

1. a Explain the nature and scope of organizational behavior. Discuss its linkages with other Social Sciences?
b What are the different Approaches to organizational behavior?
2. a What is meant by leadership and Explain its theories?
b What do you mean by motivation and its theories? Explain.
3. a Explain about johari window theory?
b What is a group? Explain the importance and influence of group values and norms with examples?
4. a What are the OD principles. Describe some examples of change in an organization that does not follow OD principles?
b What are the techniques used to solve the problems in groups?
5. a What are the important principles and objectives of an organization in modern business scenario?
b Briefly explain about leadership nature and skills?
6. a Distinguish between formal and informal organization?
b Differentiate between group versus individual interactions?
7. a Discuss those factors that affect selection and attention in the process of perception?
b What is meant by decision making process? Write about various steps involved in decision making?



8. CASE STUDY :

General Electric established its Work-out process in the early 1990s. It continues to be mainstay in GE's efforts to initiate change. In the interim years, the Work-Out process has also been adopted by such diverse organizations as General Motors, Home Department, Frito-Lay, L.L. Bean, sears, IBM, and the World Bank. The impetus for the Work-Out was the belief by GE's CEO that the company's culture was too bureaucratic and slow to respond to change. He wanted to create a vehicle that would effectively engage and empower GE workers. Essentially, the Work-Out brings together employees and managers from many differ functions and levels within an organization for an informal 3-day meeting to discuss and solve problems that have been identified by employees or senior management. Ste into small teams, people are encouraged to challenge prevailing assumptions about "the way we have always done things" and develop recommendations for significant improvements in organizational processes. The Work- Out teams then present their recommendations to a senior manager in a public gathering called Town meeting.

At the Town meeting, the manager in charge oversees a discussion about the recommendation and then is required to make a yes or no decision on the spot. Only in unusual circumstances can a recommendation be tabled for further study. Recommendations that are accepted are assigned to managers who have volunteered to carry them out. Typically, a recommendation will move from inception to implementation in 90 days or less. The logic behind Work-Out is to identify problems, stimulate diverse input, and provide a mechanism for speedy decision and action. More recently, GE CEO Jeffrey Immelt has extended the Work-Out concept to build capabilities in anticipating future technologies and engage in long-range planning. GE wants all its managers to be adept at the kind of strategic thinking that most companies entrust only to senior management. For example, GE is offering managers new classes focused on learning how to create new lines of business.

Questions.

- i. What type of change process would you call this? Explain.
- ii. Why should it work?
- iii. What negative consequences do you think might result from this process?
- iv. Why do you think new GE CEO Jeff Immelt has revised the Work-Out concept?

