

Code No: MB1626/R16

MBA II Semester Supplementary Examinations, November-2020

**ORGANIZATIONAL BEHAVIOR**

Time: 3 Hours

Max. Marks: 60

---

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

---

- |    |   |  |    |
|----|---|--|----|
| 1. | a | What is Organizational Behavior? And explain the challenges and opportunities for OB.    | 6M |
|    | b | Explain the contributing disciplines to the Organization Behavior.                       | 6M |
| 2. | a | Explain Herzberg Two Factor Theory of Motivation in detail.                              | 6M |
|    | b | Do you think that democratic style of leadership is suitable Leadership? Comment.        | 6M |
| 3. | a | What is a Group? And explain the different stages of group development.                  | 6M |
|    | b | What are the various factors which influencing personality development of an individual? | 6M |
| 4. | a | What are the conflicts in organization? And measures to resolve inter group conflicts.   | 6M |
|    | b | Explain the salient features of Collaborative Processes in Work Groups.                  | 6M |
| 5. | a | What is organizational culture? And explain how organizational culture can be developed. | 6M |
|    | b | What is Power? Explain the various sources of power.                                     | 6M |
| 6. | a | Explain the various barriers to perception and how to overcome them?                     | 6M |
|    | b | What is Group Dynamics? Why some group are more effective than others?                   | 6M |
| 7. | a | Explain how the Trait theories are associated with leadership?                           | 6M |
|    | b | Explain the external forces driving change in organization with suitable examples.       | 6M |

8. **Case study**

12M

The Personnel office of Sangam Chemicals limited, informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining difference, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, 'now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent / Consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor'. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original program of hiring consultants.

**Questions:**

- i. Why did middle managers show resistance to team building approach of Organization Development?
- ii. Do you think the managers had accurate view of team building concept and ore of external consultant?

\*\*\*\*\*