MMS-I   19-12-2012

OB 01

Organizational Behavior

Roll No.   Total No. of Printed Pages: 3

Total No. of Questions : 7   Maximum Marks : 60

Duration (hrs.) : 3

Section , if any :   NIL

Note :

1. Question no. 1 is compulsory. Q1 carries 20 marks.
2. Answer any 4 out of the remaining 6 questions. Each question carries 10 marks.

Q1. Read the following case study carefully and answer the questions given below :

As a result of a new computer system, a bank planned to close a branch office and move it to the home office a few blocks away. The move was planned carefully and well organized. Knowing that branch employees might feel insecure, management fully informed them of impending changes three months in advance and kept them informed as plans progressed. They knew what was expected of them during the move, what efforts management was making to protect their interests, and what jobs they would be assigned in the home office. Their security was satisfactory, and morale was high.

The home office situation was just the opposite. Since these employees were "staying put", management overlooked communicating details of the move to them. But these employees were concerned about how their jobs would be affected, about the possibility of receiving incompatible members into existing groups, and about

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orienting and training the transferees. Many were insecure because they felt they might have to work for a new supervisor transferred from the branch. They wondered who would get the better job assignments, and so on. Their morale was low.

The result was an unusual situation. Communication and job satisfaction definitely were lacking in the home office but were abundant in the branch! Management was achieving sound results with its efforts but its efforts were improperly allocated – all to the transferees and none to the group receiving them.

    i.   As an employee of the home office how will you react to the change?

    ii.   What OD techniques should have been used in the said bank to bring about the change?

Q.2.   Answer any 2 out of the following 3 questions.

    i. What are values?

    ii. What are functional departments?

    iii. Discuss Mechanistic vs Organic Organization.

Q3.   Answer any 2 out of the following 3 questions.

    i. Discuss in detail the process of conflict

    ii. Explain the following : role conflict, role overload

    iii. What are the variants in galss ceiling?

Q4.   Answer any 2 out of the following 3 questions.

    i. Discuss the functional and dysfunctional outcomes of conflict.

    ii. What are the three types of trust?

    iii. What are the characteristics of transactional leaders?

Q5.   Answer any 2 out of the following 3 questions.

   i.   What is information power?

  ii.   Discuss in detail the OB model.

 iii.   What are the characteristics of organizational development?

Q6.   Answer any 2 out of the following 3 questions.

   i.   What is locus of control?

  ii.   Write a short note on Team Building as an OD technique.

 iii.   Discuss the traditional Indian OB concepts

Q7.   Answer any 2 out of the following 3 questions.

   i.   What is the carrot and stick approach?

  ii.   Discuss the stages of Group Formation.

 iii.   What is stereotyping?