

T 6038 ✓

M.B.A. DEGREE EXAMINATION, APRIL/MAY 2004.

First Semester

BA 103 — ORGANIZATIONAL BEHAVIOUR

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

Name the disciplines which contribute to the OB field. — 1

Distinguish between fact premises and value premises. — 2

Explain the component model of attitude. — 2

Discuss the importance of perception. — 2

What is group think? — 3

What is communication apprehension? — 3

Who is a transformational leader? — 4

What is political behavior? — 4

Explain team building. — 4

Define OD. — 4

PART B — (5 × 16 = 80 marks)

Mr. Thomas worked his way upward in Shanthi Gears until he became the assistant plant manager in the Trichy plant. Finally the opportunity for a promotion came. The Gujarat plant was having difficulty meeting its budget and production quotas, so he was promoted to plant manager and was transferred to the Gujarat plant with instructions to straighten things out. Thomas was ambitious and power oriented. He believed that the best way to solve problems was to take control, make decisions, and use his authority to carry out his decisions. After a preliminary study, he issued orders for each department to cut its budget by 5%. A week later, he instructed all the departments to increase the production 10% in the following month. He required several new reports and kept a close watch on the operations. At the

end of the second month, he dismissed three supervisors who had failed to meet their production quotas. Five other supervisors resigned. Thomas insisted that all rules and budgets should be followed and there should be no exceptions. Thomas's effort produced remarkable results. Productivity quickly exceeded standard by 7%, and within five months, the plant was within budget. His record was so outstanding that he was promoted to the Mumbai home office near the end of his second year. Within a month after he left, productivity in the Gujarat plant collapsed to 15% below standard, and the budget was in trouble again.

- (i) Discuss the model of organizational behavior that Thomas used and the kind of organizational climate he created.
- (ii) Discuss why productivity dropped when Thomas left the Gujarat plant.
- (iii) If you were Thomas's Mumbai manager, what would you tell him about his approach? How might he respond?
12. (a) What is personality? Describe the Big Five model and its implication on employee selection.  $\sim 2$
- Or
- (b) Evaluate the process theory of work motivation.  $- 2$
13. (a) Why people join group? What are the implications of group decision making on organizational performance?  $\sim 3$
- Or
- (b) Examine the various stages of group development. Is it possible to have those steps in daily routine?  $\sim 3$
14. (a) How political behavior and Impression management contribute to one another. Explain both in detail?
- Or  $\sim 2$
- (b) What are the various types of power available to a leader to get work done?  $\sim 4$
15. (a) Discuss Lewin's three step model to manage successful change in organizations.  $\sim 5$
- Or
- (b) Explain any four OD intervention techniques.  $\sim 5$

