

Reg No.: _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
First Semester MBA Degree Examination March 2021 (2020 Scheme)

Course Code: 20MBA105

Course Name: ORGANIZATIONAL BEHAVIOUR

Max. Marks: 60

Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks

- | | | Marks |
|---|---|-------|
| 1 | Examine the contingency approach to Organizational behaviour. | (2) |
| 2 | List out the factors influencing Personality. | (2) |
| 3 | Differentiate teams and groups. | (2) |
| 4 | Compare functional conflict and dysfunctional conflict. | (2) |
| 5 | Illustrate frustration cycle. | (2) |

PART B

Answer any 3 questions. Each question carries 10 marks

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| 6 | Elaborate the important disciplines contributing to Organizational behaviour discipline. | (10) |
| 7 | Illustrate the major barriers to social perception. | (10) |
| 8 | Explain the different stages of group development. | (10) |
| 9 | Describe the different bases of Power. | (10) |
| 10 | Examine the managerial actions to reduce the resistance to organizational change. | (10) |

PART C

Compulsory question carrying 20 marks

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| 11 | Kluster, a company that produces a Web-based platform called the Illuminator, is the latest in a string of companies founded by 20 year old Ben Kaufman, who launched his first business as a high school student. Despite founding the company, Kaufman is not Kluster's CEO. He demoted himself from that position when he realized that his youth and inexperience made investors uneasy. Although he lacks a formal title, Kaufman is very much a visionary leader and is committed to the success of the Illuminator. | (20) |
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Design coordinator Andres Arango claims that Kaufman inspires everyone at

the firm. Peter Wadsworth, an engineer, agrees. He believes that Kaufman's key strength is his ideas and that Kaufman knows exactly where he wants to go. Wadsworth notes that although everyone is encouraged to voice their opinions, Kaufman will campaign for ideas he thinks are best, and tell people when he believes their suggestions lack merit.

At the same time, however, Kaufman knows his limitations and is willing to pass responsibility to those who are more skilled. He also possesses a high level of self-confidence and believes strongly in the value of his ideas and decisions. Wadsworth believes these characteristics are an asset when Kaufman meets with other companies and celebrities. Indeed, Arango notes that it was Kaufman's charisma and commitment to his vision that prompted him to join the Illuminator team.

Questions

1. Identify the qualities of effective leadership that Ben Kaufman appears to have (10)
2. Has Ben's effectiveness as a leader been diminished by his decision to step down as CEO? Why or why not? (10)
