

Reg No.: _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

First Semester MBA Degree Regular and Supplementary Examination December 2023

Course Code: 20MBA105**Course Name: ORGANIZATIONAL BEHAVIOUR**

Max. Marks: 60

Duration: 3 Hours

PART A*Answer all questions. Each question carries 2 marks*

Marks

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|---|---|-----|
| 1 | List the importance of Organizational behaviour | (2) |
| 2 | Differentiate between internal attribution and external attribution process | (2) |
| 3 | Compare group cohesion with groupthink | (2) |
| 4 | Examine organizational politics | (2) |
| 5 | List the functions of organizational culture | (2) |

PART B*Answer any 3 questions. Each question carries 10 marks*

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|----|---|------|
| 6 | Elaborate the major approaches to the study of Organizational behaviour | (10) |
| 7 | Illustrate any two theories of Learning | (10) |
| 8 | Explain Johari window | (10) |
| 9 | Examine the various causes and consequences of organizational conflict | (10) |
| 10 | Compare and contrast Frustration cycle and Hope cycle | (10) |

PART C

Compulsory question carrying 20 marks

- 11 Karen Smith looked at her calendar for the day. It was Thursday, and the report she had been working on was due tomorrow. That meant the group would have to meet today to hammer out its recommendations and presentation. The team had been formed to design the market introduction of the company's newest product. Since the company had never before marketed a retail product, no one was quite sure what to expect. Karen and her group were charged with producing recommendations for advertising and promotion, product distribution and roll out, and for anything else they thought important. It was a large undertaking, and Karen and four other people had given it most of their time for the last few months. (20)

Right from the start, the team had not been worked well together. This had not surprised Karen: The personalities were strong all around, and she knew at the outset that there would be some personality conflicts. All four group members were on the same level in the company, and no one had been designated the leader. Karen realized very early that Ben had a deep seated belief that women had no place in business- and certainly were not capable of leading men. Ben clearly thought that he was the only one capable of leading the group. James was only slightly more open-minded than Ben. The two of them formed a team, and once they had come to a joint decision, it was impossible to get them consider anyone else's recommendations. Charles was more willing to listen to others, but he had a tendency to show up armed with so much data that the group often spent all of its time trying to understand how the data had been derived rather than making decisions. All in all, Karen was quite frustrated at both the group's slow progress and the tense atmosphere that pervade their meetings.

They were nowhere near finished with their plan, but they would have to present their recommendations tomorrow morning. She knew that senior management was expecting a full report, and she was not very confident that she could deliver one. The atmosphere at past meetings had been so poor that Karen shuddered to think what would happen when the stress of a deadline was added. She wondered if she could control the show of tempers that usually marked their gatherings, the last of which had dissolved into a shouting match between herself and Ben when she had tried, as tactfully as possible, to suggest that one of his ideas for a promotional campaign was impractical. He had quickly dropped the discussion and moved to a more personal level: accusing her of undermining his authority by trying to imply that she, a mere woman, knew more than he did. She sighed. It was going to be a very long day.

Questions

1. Why is Karen's group having problems? (10)
2. What should Karen do now? (10)
