

1M6112

Roll No. _____

Total No. of Pages: 3

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MBA I - Sem. (Main / Back) Exam., Dec. 2019

M-102A Organizational Behavior

Time: 3 Hours

Maximum Marks: 70
Min. Passing Marks: 28

Instructions to Candidates:

- (i) The question paper is divided in two sections.
- (ii) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study / application based question which is compulsory.
- (iii) All questions carry equal marks.

1. NIL

2. NIL

SECTION - A

- Q.1 (a) Discuss the process of Organizational Behaviour. How does it help organization in the current scenario? Discuss the major challenges before an OB manager during the next millennium? [7]
- (b) 'Personality depends upon various factors', justify the statement using suitable illustrations. [7]
- Q.2 (a) What are the reasons for organizational politics? Explain how organizational politics is managed? [7]
- (b) It is possible to change organizational culture? What suggestions you would give the management for the purpose of changing the culture? [7]

- Q.3 (a) What are managerial implications of perception in business organization? Explain the process of perception in organizational behavior. How can we overcome perceptual distortion? [7]
- (b) Explain the concept of conflict management along with its process. [7]
- Q.4 (a) Explain Herzberg's two factor theory of motivation and discuss the managerial implications. [7]
- (b) Distinguish between intrapersonal and interpersonal conflicts. How does it deteriorate team work in the organization? [7]
- Q.5 The Hindi movie 'Chak de India' is a classic case of converting group into a cohesive and performing team. Critically discuss the strategies adopted by the coach in this transition. [14]
- Q.6 (a) What is Attitude? Discuss the importance of measurement of attitude? [7]
- (b) Define and describe the characteristics and types of groups. How do groups develop and in what way do they differ from a team? [7]

SECTION - B

Case Study

- Q.7 The Walt Disney Company is heralded as the world's largest entertainment company. It has earned this astounding reputation through tight control over the entire operation: control over the open-ended brain-storming that takes place 24 hours a day; control over the engineers who construct the fabulous theme-park rides; control over the animators who create and design beloved characters and adventures scenarios; and control over the talent that brings the many concepts and characters to life. Although control pervades the company, it is too strong a grip. Employees in each department are well aware of their objectives and the parameters established to meet those objectives. But in conjunction with the pre-determined responsibilities, managers at Disney encourage independent and innovative thinking. People at the company have adopted the phrase "Dream as a Team" as a reminder that whimsical thoughts, adventurous ideas, and all-out dreaming are at the core of the company philosophy. The over-all control over each

department is tempered by this concept. Disney managers strive to empower their employees by leaving room for their creative juices to flow. In fact, managers at Disney do more than encourage innovation. They demand it. Projects assigned to the staff “imagers” seem impossible at first glance. At Disney, doing the seemingly impossible is part of what innovation means. Teams of imaginers gather together in a brainstorming session known as the “Blue Sky” phase. Under the ‘Blue Sky, an uninhibited exchange of Wild, ludicrous, outrageous ideas, both “good” and “bad” continues until solutions are found and the impossible is done. By demanding so much of their employees, Disney managers effectively drive their employees to be creative.

Current Disney leader Michael Eisner has established the “Dream as Team” concept. Eisner realized that managers at Disney needed to let their employees brainstorm and create with support. As Disney president Frank Wells says, “If a good idea is there, you know it, you feel it, you do it, no matter where it comes from.” [14]

Questions –

- (1) What environment factors influenced management style at Disney?
 - (2) What kind(s) of organizational structure seem to be consistent with “Dream as a Team”?
 - (3) How and where might the informal organization be a real asset at Disney?
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