



MUTHAYAMMAL ENGINEERING COLLEGE

(An Autonomous Institution)

(Approved by AICTE, New Delhi, Accredited by NAAC & Affiliated to Anna University)



Rasipuram - 637 408, Namakkal Dist., Tamil Nadu

Department of Management Studies

Question Bank –19MBA04 Organizational behavior

UNIT – INTRODUCTION

PART A

1. Define organizational behavior.
2. State any two nature of OB?
3. What is personality?
4. What are different types of personalities?
5. Define Attitude.
6. List the components of Attitude.
7. What do you mean by values?
8. What are the sources of values?
9. Define perception.
10. What is emotional intelligence?

PART - B

1. Elaborate various challenges and opportunities in the field of OB.
2. a .Bring out the need and importance of organizational behavior.
b .Explain the organizational behavior processes.
3. a. Explain the various personality theories.
B.Explain the influencing factors and determinants of personality.
4. What are the dimensions of emotions? Discuss the various types of emotion in detail.
b .Discuss the theories of emotional intelligence in detail.
5. a .What are the natures of attitudes? Discuss the components of attitudes in detail.
b .Explain the functions of Attitude.

PART – C

CASE STUDY

Super engineering company was a multilocal light engineering company .it has manufacturing facilities at Hyderabad, Pondicherry and Indore. The company adopted budgetary system with main emphasis on production and expenses budgets. The budget target used to be set on the basis of analysis of production facilities and production operation .while two units located at Hyderabad and Pondicherry were working properly and were able to meet their budget targets, Indore unit was not able to do so.

Mr. P.manohar was transferred to Indore unit as plant manager .he joined the company about eight year back as engineer trainee and became the assistant plant manager at Hyderabad unit,

the biggest of the three units. Manohar was very ambitious and a little bit autocratic . he was high achiever and belived in getting things done , he was high achiever and belived in getting things done . He got quick promotion in the company.

Immediately after joining at Indore unit as plant manager, manohar made preliminary study of the plant and issue instruction to all departments to reduce increase production by five percent. A fortnight later, he instructed the department to increase production by ten percent .he also instructed all supervisors to strictly adhere to budgets. He introduced several new report and watched the operation very closely .he suspended two supervisor in the second month for not meeting the budget target. Subsequently two supervisors left the plant.

With all his effort the unit was very much on the right track and within six month exceeded the new budgeted figures by eight per cent. On setting the plant right, he was called back at Hyderabad unit as plant manager where vacancy arose. However shortly after he left for Hyderabad, the productivity at Indore unit fell below the earlier level and the budget was again in trouble.

Questions:

1. Analyze the type of organizational climate created by manihar at Indore unit.
2. Why was there a drop in productivity at the unit after manaohar left it?

UNIT II MOTIVATION AND GROUP BEHAVIOUR

PART A

1. Define motivation.
2. What is a group? Give any two natures of groups.
3. What is group cohesiveness?
4. Differentiate between formal and informal groups?
5. What is group decision making?
6. What is Brainstorming?
7. Define group dynamics.
8. How would you differentiate groups from teams?
9. What is team?
10. What do you mean by team building?

PART – B

1. Explain the various theories of motivation.
2. a. Explain the different structural dynamics of groups.
b .How does group dynamics play role in an organization? Explain.
3. Discuss the situations under which group decision making is better than individual decision making. Suggest some measures to improve group decision making.
4. Explain the group decision-making techniques.
5. a .Define team building. Highlight the guidelines required for team building.
b .Discuss interpersonal relations in teams.

PART – C

CASE STUDY

McDonald's Corporation, perhaps the premier hamburger retailer in the world for decades, now faces significant problems. Within the last 10 years, McDonald's share of fast food sales in the United States has slipped almost two percentage points. The drop has come despite in the company's increasing its number of restaurants by 50%, thereby leading the industry. Michael Quinlan, CEO at McDonald's is very disturbed and wants to introduce a new system in his restaurants. Quinlan is an astute manager, and he knows that many problems will arise before the system contributes all that it can to the success of the organization.

Questions:

1. How should McDonald's try to regain its lost sales by applying the learning organization approach?
2. List some advantages of adopting the learning organization approach.

UNIT III LEADERSHIP AND POWER

PART - A

1. Define leadership?
2. Distinguish leaders and managers?
3. Define power? Its sources.
4. What is expert power?
5. What is reference power?
6. Define politics. State the natures.
7. What is the use of power and politics?
8. Why do organizational politics emerge?
9. Define career dynamics.
10. What do you mean by conflict management?

PART - B

1. a. Discuss the theories of leadership. Give all the essential aspects.
b. Discuss the various leadership styles along with its advantages and disadvantages.
2. Discuss the essential characteristics required for good manager in the present economic recession.
3. a. Explain power and politics in an organization.
B. Give factors that influence organizational politics.
4. Explain the different sources of power. How they create power centers in organizations?
5. What is conflict management? Explain the sources of conflict management.

PART - C

CASE STUDY

GE's Work-Out

General Electric established its worked process in the early 1990s. It continues to be a mainstay in GE's efforts to have also been adopted by such divers organizations as General Motors, Home Depot, Frito-Lay, L.L. Bean, Sears, IBM, and the World Bank. The impetus for the Work- Out was the belief by GE's CEO that the company's culture was too bureaucratic and slow to respond to change. He wanted to create a vehicle that would effectively engage and empower GE workers.

Essentially, Work-Out brings together employees and managers from many different functions and levels within an organization for an informal 3-day meeting to discuss and solve problems that have been identified by employees or senior management. Set into small teams, people are encouraged to challenge prevailing assumptions about "the way we have always done things" and develop recommendations for significant improvements in organizational processes. The Work-Out teams then present their recommendations to a senior manager in a public gathering called a Town Meeting.

At the town Meeting, the manager in charge oversees a discussion about the recommendation and then is required to make a yes-or-no decision on the spot. Only in unusual circumstances can a recommendation be tabled for further study. Recommendations that are accepted are assigned to managers who have volunteered to carry them out. Typically, a recommendation will move from inception in 90 days or less. The logic behind the Work-Out is to identify problems, stimulate divers input, and provide a mechanism for speedy decision and action. More recently GE CEO Jeffrey Immelt has extended the Work-Out concept to build capabilities in anticipating future technologies and engage in long range planning. GE wants all its managers to be adept at the kind of strategic thinking that most companies entrust only to senior management. For example, GE is offering managers new classes focused on learning how to create new lines of business.

Questions:

1. What type of change process would you call this? Explain.
2. Why should it work?
3. What negative consequences do you think might result from this process?

UNIT IV - ORGANISATIONALCLIMATE AND CULTURE

PART – A

1. Define organizational culture.
2. Write a short note on Strong and weak cultures?
3. What is organizational ethics?
4. Define social ethics.
5. What is culture shock?
6. What is organizational climate?
7. State the benefits to achieve organizational climate.
8. List out the any four importance of organizational climate.
9. State ant three components of organizational climate.
10. What are Covert factors and overt factors?

PART – B

1. a. Explain the factors influencing organizational culture.
B. Discuss the importance characteristics of organizational culture.
2. a. Write the detailed note on importance of organizational culture.
B. Explain the process of creating organizational culture..
3. a. Explain the elements of organizational culture.
B. What is the various types of organizational culture?
4. a. Explain what are the factors affecting organizational climate?
B. What is the components of organizational climate? –Explain.
5. A. Explain the importance of organizational culture.
B. What is the important guidelines for improving organizational climate? Explain.

PART – C

CASE STUDY

A unique Training Program at UPS

Mark Colvard, a United Parcel Manager in San Ramon, California, recently faced a difficult decision. One of his drivers asked for 2 week off to help an ailing family member. But company rules said this driver wasn't eligible. If Colvard went by the book, the driver would probably take the days off anyway and be fired. On the other hand, Colvard chose to give the driver the time off. Although he took some heat for the decision, he also kept a valuable employee.

Had Colvard been faced with this decision 6 months earlier, he says he would have gone the other way. What changed his thinking was a month he spent living in McAllen, Texas. It was part of a UPS management training experience called the Community Internship Program (CIP). During his month in McAllen, Colvard built housing for the poor, collected clothing for the Salvation Army, and worked in a drug rehab Center. Colvard gives the program credit for helping him empathize with employees facing crises back home. And he says that CIP has made him a better manager. "My goal was to make the numbers, and in some cases that meant not looking at the individual but looking at the bottom line. After that one month stay, I immediately started reaching out to people in a different way."

CIP was established by UPS in the late 1960s to help open the eyes of the company's predominantly white managers to the poverty and inequality in many cities. Today, the program takes 50 of the company's most promising executives each summer and brings them to cities around the country. There they deal with a variety of problems from transportation to housing, education, and health care. The company's goal is to awaken these managers to the challenges that many of their employees face, bridging the cultural divide that separates a white manager from an African American driver or an upper-income suburbanite from a worker raised in the rural South.

Questions:

1. Do you think individuals can learn empathy from something like a 1-month CIP experience? Explain why or why not.
2. How could UPS's CIP help the organization better manage work life conflicts?
3. How could UPS's CIP help the Organization improve its response to diversity?

UNIT V-ORGANISATIONAL DYNAMICS

PART - A

1. Define organizational change.
2. What is pro-active change?
3. How to react for proactive change?
4. What is mean by resistance to change?
5. What is group think?
6. Define organizational development.
7. List out the major importance of OD.
8. What is cross cultural management?
9. State the objectives of cross cultural management.
10. Define cultural Diversification.

Part - B

1. a. Highlights the importance of organizational change- Explain.
b. Discuss the process of organizational change.
2. a. What are the internal and external forces of organizational change? Explain.
b. Differentiate between stability and change.
3. How can you overcome the resistance to change? Explain in detail.
4. a. Detail the steps in the process of OD. Explain its values.
b. Explain the organizational development techniques?
5. What is cultural difference and how to manage cultural difference at workplace?

PART – C

CASE STUDY

Benetton in the fast lane Famous for its shocking advertisements Benetton started in 1955 as a small business. Luciano Benetton and his family started by selling colored sweaters door to door in Treviso, Italy. Over time a regional network of family, friends and agents set up a closely monitored set of distinctive retail outlets. Over a 15-year period Benetton built up 300 affiliated but independently owned outlets in Italy and a factory with new methods to dye and condition wool. Benetton was not directly involved in the retail outlets, who received high quality products at low costs. Parts of the manufacturing savings are realized by outsourcing to neighboring subcontractors.

Today Benetton has kept this loose network of independent production subcontractors and distribution agents but has now built up to a global network of over 7,000 retail stores. Of these, Benetton owns only about 50 flagship stores and the great majorities are operated by independent entrepreneurs. Over 80 per cent of production still takes place in Italy and the company is still 72 per cent owned by the Benetton family. Benetton is one of those successful

global companies that were partly successful because its production and design concept was built on a strong home base. It then expanded the marketing end of its business through closely monitored (but not owned) independent stores. These were able to use the Benetton brand name and distinctive colors and were supported by clever international advertising.

Benetton does not advertise its clothes directly. Rather its advertisements are for a “lifestyle”. The “United Colors of Benetton” ads are designed for a homogeneous global consumer interested in fast cars and a fast lifestyle. Benetton goes in for cutting-edge advertising that grabs public attention. This creates an image of new-age awareness, as Benetton advertising has featured Formula I cars, AIDS, high art, and “attitude”.

How well this plays out globally is uncertain. For example, in 1988 Benetton had 700 retail stores in the US but by 1995 it only had 150. Is this because Benetton has too European an image to succeed in Middle America? How can an Italian family firm understand the American lifestyle from its European bases?

Questions:

- 1) Is Benetton a multinational enterprise?
- 2) What are the country-specific factors that have helped Benetton be a success?
- 3) What are Benetton’s firm-specific advantages?

**** All the best ****