

**AR13**

**Set-01**

**Code: 13MBA1011**

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI  
(AUTONOMOUS)**

**I MBA II Semester Regular / Supplementary Examinations, July, 2015  
ORGANIZATIONAL BEHAVIOR AND CHANGE MANAGEMENT**

**Time:3 Hrs**

**Max.Marks:60**

**Answer any five questions  
All questions carry EQUAL marks  
Question no. 8 is compulsory**

- 1) Define the term organizational behavior. And explain a few models of organizational behavior.
- 2) How will you determine the personality of a person also explain the personality traits that have relevance from the point of view of OB.
- 3) What is learning? Briefly examine various theories of learning.
- 4) Give meaning and definition of a group. Explain the theories and five stage model of group formation.
- 5) How can resistance to change be implemented or overcome?
- 6) What are the basic considerations to be kept in mind while designing an organization structure?
- 7) What is listening? Explain the principles, tasks and types of listening.

**8) CASE STUDY**

Ajith was chosen in mid 1990 to manage the research and development department of “southern engineering company” near Dharwas. Bhuwan , the senior vice president who made the decision, explained that the R and D department needed a “production man” in charge. Ajith has worked as a line foreman and has an excellent reputation for solving problems they reached top management. Ajith was aware though that none of the researches had been willing to take the manager’s job, and a production person had been a fallback position second choice.

Ajith was surprised at how unorganized the researches were. He learnt that researchers came to work at 10.00 am and left at 3.00 pm, although they often carried papers to home. Ajith decided to insist that every one followed a regular schedule. He held a meeting the next day and informed that researchers that he expected them to work regular hours at the facility.

One of the researchers complained that it was impossible to be creative on regular schedules, but Ajith said, “Well you will just have learned to do it”. He wants on to stay he would be checking with each person to see what projects were under way and to help in any way he could. He made it very clear he would take an active part in assuring the efficiency and timeliness of a project.

The next day, Bhuwan came to see Ajith, after the exchange of greetings, Bhuwan said Ajith you have got the researchers up in arms, what is wrong? “Well” Ajith replied “they are using to be allowed to come and go as they please. There is a lot of goofing off around here. I suppose they know I am not going to tolerate all such things. I am about to tear they play house.

Questions:

- a. Was Ajith a reasonable choice for R and D department managers’ position? Explain.
- b. How would you describe an ajith leadership style?
- c. How appropriate was the style to the management of the R and D department
- d. What should Bhuwan now?