

Roll No.

Total No. of Pages : 03

Total No. of Questions : 15

MBA / MBA(IB) (2012 & onward) (Sem.-1)

ORGANIZATIONAL BEHAVIOUR

Subject Code : MBA-102

Paper ID : [C0102]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

- 1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
- 2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
- 3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.**

SECTION-A

1. What is Stereotyping?
2. What is Quality Circle?
3. Discuss the negotiation process.
4. Distinguish between Attitude and Perception.
5. What are cultural differences?
6. Discuss Johari Window Model.

SECTION-B

UNIT-I

7. Comment on the statement “*Organization needs people and people also need organization*”.
8. What is the relationship between perception and attribution? What are the major factors that contribute towards the validity of attribution theory?

UNIT-II

9. How the job satisfaction level be measured? Discuss the various factors affecting the job satisfaction level.
10. Write brief note on the following :
 - a) Transactional Analysis
 - b) Mc Gregor's theory X and theory Y

UNIT-III

11. Bring out the roles of groups in an organization and also discuss the stages of group formation.
12. What implication does the modern view about organizational conflict have for management of today's organizations?

UNIT-IV

13. Write brief note on the following :
 - a) Indicators of Powers
 - b) Organisational culture
14. Briefly explain the process through which management may try to overcome resistance to change.

SECTION-C

15. CASE STUDY :

In 1943, Ingvar Kamprad founded IKEA with an emphasis on cost leadership. IKEA designs and sells furniture in "flat packs" that allow one truck to deliver the same amount as six trucks hauling fully assembled furniture. However, a couple of wake-up calls changed IKEA's focus from low costs to "Low prices but not at any price."

In the early 1980s, formaldehyde emissions were found to cause health issues such as watery eyes, headaches, and a burning sensation in the throat. This led regulatory bodies in Denmark and Germany began to regulate these emissions. Higher than acceptable concentrations of formaldehyde were found in many IKEA's products, which used it as binding glue in plywood and particleboard. When this information was publicized, IKEA sales dropped 20 percent in Denmark. The company reacted by setting strict guidelines, but this was not enough? In the early 1990s, a best-selling IKEA book case was again found to have higher than acceptable levels of formaldehyde. Once again, sales dropped.

Because of the large financial impact and IKEA's desire to be socially responsible, IKEA CEO Anders Dahlvig knew changes had to be made. He began by asking a series of questions: "Is environmental and social work good for business? What right do we have to put demands on our suppliers? How fast should a company like IKEA move on sustainability?" Struggling with these questions led to IKEA becoming a company that is well known for its commitment to the environment.

To become greener, IKEA rallied company support around five primary issues: forestry, adapting the product range, working with suppliers, transport and distribution, and ensuring environmentally conscious stores. In regard to forestry, IKEA gets its timber from responsibly managed forests. IKEA is also working with the World Wildlife Fund to help the countries where they get their timber to improve ecological sustainability.

IKEA also employs inspectors who ensure that make sure that suppliers adhere to its code of conduct (called IWAY). Their aim is to make products that have a minimal impact on the environment in a socially responsible way. Further, the famed "flat packs" allow IKEA to ship more in one truck and reduce its emissions. Like IKEA's other social responsibility initiatives, focus on the environment is an ongoing process and IKEA hopes to continue to reduce its environmental footprint.

Questions :

- a. Of incremental, strategic, or transformational, which scope of change best describes IKEA's response to concerns over product safety and sustainability?
- b. You have been assigned by IKEA's board of directors to appoint a new manager who will oversee IKEA's change to a green organization. Would you prefer to hire someone from within the organization or from outside of the organization?
- c. What are the primary internal and external forces that are fueling IKEA's need to change?