

[26]

No. of Printed Pages: 02

L/b

Sardar Patel University
MBA Semester I Examination
Friday Date: 04-04-2008
Time: 03:00 pm To 06:00 pm

Subject: CC 105 Indian Ethos and Organizational Behaviour

Total Marks: 60

Notes: 1) All questions are compulsory.
2) Figures to the right indicate marks.

Q.1 Examine, (a) the relevance of work ethos in Indian Heritage and Management, [12]
and also (b) "Needs for values in Global change."

Q.2 Discuss briefly but essentially: - [12]
1) Holistic approach for managers in Decision-Making.
and 2) Foundation for Organizational Behaviour.

Q.3 a) Define, Conflict. Give nature and types of conflict. [06]
b) What is Group Dynamics? Why people group into group? [06]

Q.4 Write notes on (Any Two) [12]
1) Personality, Perception and Attitude
2) Learning
3) Communication

Q.5 Read the enclosed case and answer the questions. [12]

(1)

Moving from Colleague to Supervisor

Raj Gopalan, Anil and Deepshikha have something in common. They all were promoted within their organizations into management positions. And each found the transition a challenge.

Raj Gopalan was promoted to director of catering for the Sagar Group of restaurants in New Delhi. With the promotion, he realized that things would never be the same again. No longer would he be able to participate in water-cooler gossip or shrug off an employee's chronic lateness. He says he found his new role to be daunting. "At first I was like a bulldozer knocking everyone over, and that was not well received. I was saying, "It's my way or the highway." And was forgetting that my friends were also just about everyone with whom she worked.

Anil, a technical manager at Satyam Computers, talks about the uncertainty he felt after being promoted to a manager from junior programmer. "It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You try to be careful not to offend anyone. It's strange walking into a room and the whole conversation changes. People don't want to be as open with you when you become the boss."

Deepshikha is now president of Max New York Life Insurance, Mumbai. She started as a customer service representative with the company, and then leapfrogged over colleagues in a series of promotions. Her fast rise created problems. Colleagues "would say", "Oh, here comes the big cheese now." God only knows what they talked about behind my back."

Questions:

1. A lot of new managers err in selecting the right leadership style when they move into the management. Why do you think this happens?
2. What does this say about leadership and leadership training?
3. Which leadership theories, if any, could help new leaders with this transition?
4. Do you think it's easier or harder to be promoted internally into a formal leadership position than to come into it as an outsider? Explain.

X = X = X

(2)