

Institute of Health Management Research, Jaipur
PGDHM-XVIII Batch
Final Term Examination (January 20, 2014)
Organizational Behavior
Section B

Time: 2 Hrs.30 Min.

Max. Mark: 50

Note: Attempt **ANY FIVE** questions. All questions carry equal marks.

1. Critically analyze a theory of leadership which you like the most and elaborate on its implications in improving your own leadership effectiveness.
2. What is the difference between internality and externality? Please comment on the determinants of internality and externality and their resultant behavioural mode.
3. Write notes on "ANY TWO" of the following:
 - a. Transactional analysis
 - b. Fundamental attribution error
 - c. Single loop learning, Double loop learning, and Deutero / triple loop learning
 - d. Coping strategies and role stresses
4. A private hospital, established in 1956, realized that it is losing its hold and it needs to undergo massive change. What could be the environmental forces which you think the hospital needs to take care of? Based on your analysis, list out areas where you think hospital would need to change. Select any two areas in terms of priority and discuss the sequential process which would be required to initiate and implement change.
5. Write notes on "ANY TWO" of the following:
 - a. Conflict handling techniques
 - b. Organizational ethos
 - c. Measurement of attitude
 - d. Groups and Team
6. Read the following cases, identify the aspect of "role efficacy" and answer the questions given below each of the case.

Case Study 3:

A District TB officer wanted the health workers in the team to give health education about DOTS to the community. No educational material had been supplied from the national or state level.

- a) What aspect of role efficacy needs to be addressed to increase the effectiveness of the health workers in their role of health educators?
- b) What could the health workers do to conduct an effective health education programme using IEC material?

Case Study 4:

Two TB workers were responsible for the same area in a district. Aron had been working for a year and Suni had joined recently. The TB workers in the other areas in that district also worked in pairs and had team spirit but not Aron and Suni. Aron often mentioned how he missed the previous TB worker with whom he worked before Suni arrived.

Suni felt unwelcome and was under the impression that much of Aron's resentment was because she had been chosen for the post instead of Aron's cousin. Suni also felt ignored - her ideas and suggestions were going unheard. Aron has been unhappy about Suni's lack of punctuality, and about having to wait for Suni. He felt that he had less freedom to do what he wanted as Suni kept contradicting him and offering her way of doing things. Aron felt that this was disrespectful, given his seniority and experience.

- a) What were the problems Suni and Aron faced?
- b) What aspects of role efficacy need to be addressed?
- c) Suggest ways to solve the problems and thus increase the effectiveness of the two TB workers in their roles.