

I Semester M.B.A. Examination, January 2008  
(2007-08 Scheme)  
**BUSINESS ADMINISTRATION**  
**Paper – 1.3 : Organisational Behaviour**

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. Each question carries **two** marks. (6×2=12)

- a) What do you mean by learning organisation ?
- b) Define Self.
- c) What are attitudes ?
- d) What is group cohesiveness ?
- e) Define Leadership.
- f) Define Personality.
- g) What do you mean by role conflict ?
- h) What are perceptual errors ?

SECTION – B

Answer **any three** questions. Each question carries **eight** marks. (3×8=24)

2. Compare and contrast any two theories of leadership.
3. Discuss the determinants of effective learning.
4. “Motivating is a universal function of management but the means to motivate differs from situation to situation” – Comment.
5. What are the qualities of effective and performing teams ?
6. Define Job satisfaction and explain the various techniques of measuring job satisfaction.

P.T.O.

## SECTION – C

Answer **any two** questions. **Each** question carries **12** marks. (2×12=24)

7. Describe the causes and consequences of organisational conflicts.
8. Discuss the impact globalisation and IT revolution on interpersonal relations and organisational behaviour.
9. Explain the determinants of individual differences and suggest strategies to develop corporate culture and citizenship.

## SECTION – D

10. Read the following case and answer the questions given. (1×15=15)

All supervisory jobs aren't alike. Sangeeta is just learning this fact. After having spent three years as a production-scheduling supervisor at a Maruti Udyog Ltd. (MUL) manufacturing plant, she recently took a position as manager of telephone services at Reliance Infocom. In her new job, Sangeeta supervises 20 telephone service employees. These people have direct contact with customers – providing quotes, answering questions, following up on claims, and the like.

At MUL, Sangeeta's employees knew they had only one constituency to please. That was management. But Sangeeta is finding that her employees at Reliance have it more difficult. As service employees, they have to serve two masters – management and the customer. And at least from comments her employees have made, they seem to think there's a discrepancy between what they believe customers want them to do and what they believe management wants them to do. A frequent complaint, for instance, is that customers want the telephone representatives undivided attention and to spend as much time as necessary to solve their problem. But the representatives see management as wanting them to handle as many calls as possible per day and to keep each call as short as possible.

This morning, a representative came into Sangeeta's office complaining of severe headaches. "The more I try to please our customers, the more stress I feel," the representative told Sangeeta. "I want to do the best job I can for our customers but I don't feel like I can devote the time that's necessary. You constantly remind us that 'it's the customers that provide our paychecks' and how important it is to give reliable, courteous, and responsive service, but then we feel the pressure to handle more calls per hour."

Sangeeta is well aware of studies that have shown that role conflict is related to reduced job satisfaction, increased turnover and absenteeism, and fewer organizational citizenship behaviors. And severe role conflict is also likely to lead to poor customer service – the antithesis of her department's goals.

After talking with her staff, Sangeeta concluded that regardless of whether their perceptions were accurate, her people certainly believed them to be. They were reading one set of expectations through their interactions with customers ; and another set through what the company conveyed during the selection process, in training sessions, and through the behaviors that management rewarded.

**Questions :**

- 1) What's the source of role conflict here ?
  - 2) Are there functional benefits to management from role conflict ? Explain.
  - 3) Should role conflict among these telephone service employees be any greater than a typical employee who works as part of a team and has to meet the expectations of a boss as well as his or her team members ? Explain.
  - 4) What can Sangeeta do to manage this role conflict ?
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PG – 768

I Semester M.B.A. (Day) Examination, January 2009  
(2007-08 Scheme)

1.3 : ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** of the following. **Each** question carries **two** marks. (6×2=12)

- a) Define learning organisation.
- b) What do you mean by emotional intelligence ?
- c) What are values ?
- d) What are change agents ?
- e) Define personality.
- f) What do you mean by cohesive groups ?
- g) What do you mean by positive reinforcement ?
- h) Define OB.

SECTION – B

Answer **any three** of the following. **Each** question carries **eight** marks. (3×8=24)

2. Is it possible to change attitude ? If yes-how ?
3. State any two theories of learning.
4. “The motivating function of management is the same all over the world, but the motivators differ” – Discuss.
5. Why do people resist change ? How can resistance be reduced ?
6. Describe the process of team formation.

P.T.O.



## SECTION - C

Answer any two of the following. Each question carries twelve marks. (2×1

7. Compare and contrast two important theories of motivation.
8. Define leadership and compare and contrast any two theories of leadership.
9. Describe the impact of digitalisation and globalisation on organisational behaviour.

## SECTION - D

10. Read the following case and answer the questions given below : (15×1

Bombay printers is a large printing firm located in Bombay. It has specialized in printing calendars and greeting cards. Right from inception, this concentration brought rich dividends and over the years sales have increased considerably, much to the envy of competitors. Slowly but steadily, it has captured a major share of the market. Since Bombay printers is a family held company, exact figures are not readily available. Despite this statistical deficiency, competitors knew very well that Ramakant Patil and his children who own the company are extremely wealthy. The fact that the Patil foundation grants several lakhs of rupees every year to Charitable Institutions speaks volumes. Over the years the company has been investing its surplus funds in real estate and equity capital in a calculated manner. Supported by a vast reservoir of funds, it is small wonder, the company has achieved a stupendous growth rate leaving everyone behind in the race.

Currently, Bombay printers is the dominant employer in the printing industry. Though there is no union, employees are well-paid. The demand for calendars and greetings has increased considerably, in the recent past, and most of the employees receive a good overtime allowance. In an interview, given to a local magazine, Ramakant Patil proudly declared. "Workers in Bombay Printers are highly motivated. They're currently the highest-paid employees in the country. The future is rosy. Within a few days we are going to introduce a new productivity incentive plan under which employees are likely to get annual bonus based on a novel productivity formula devised by our accounting staff. We always want our employees to grow along with us".



To his surprise and dismay, Ramakant Patil received a nasty letter, containing a long list of demands, from a group of anonymous employees – after the publication of the interview in the magazine. Among their complaints were the following :

“We’re sick of all this overtime. You and other officers in the company may like working day and night. We prefer the company of our families and friends to machines and tools during holidays”.

“The new bonus plan is a hoax. None of us can understand how it operates. As usual, it will be those people who lick the boots of management that’ll benefit. Stop playing these dirty tricks. We hate working harder for something we don’t have any chance of getting”.

“You are talking as if we’re one big happy family, and yet trying to throw us all on roads at the same time. Stop manipulating us. We know pretty well that the company has bought land in Delhi and you’re going to settle there only throwing us all out of work. Why should we care for a company that is abandoning us on streets ?”

**Questions :**

- 1) Discuss the main problem in the case.
  - 2) Critically analyse the perceptions of the management and the employees.
  - 3) How can the company avoid the negative reactions ?
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PG – 665

I Semester M.B.A. (Day) Examination, January 2010  
(2007-08 Scheme)  
MANAGEMENT

Paper – 1.3 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 75

*Instruction : Answer should be written only in English.*

SECTION – A

1. Answer **any 6** questions from the following. **Each** question carries **2** marks : (6×2=12)
- Give the meaning of organization effectiveness.
  - How do informal groups influence formal groups ?
  - “Individuals learn by observing others”, explain.
  - What is Ringleman Effect ?
  - “Stereo type of beliefs are generally biased”. Give example.
  - Explain cognitive dissonance with example.
  - Bring out the differences between Positive Reinforcement and Negative Reinforcement.
  - How does personality trait differs from individual behaviour ?

SECTION – B

- Answer **any 3** questions from the following. **Each** question carries **8** marks : (3×8=24)
2. Explain behaviour theory of leadership with reference to the studies conducted by OHIO University and University of Michigan.
  3. Explain Pavlov’s learning theory with a help of a diagram.
  4. Define Personality. What are the determinants of personality ?
  5. “People influence organizations and organizations influence people”. Elucidate.
  6. Discuss the nature of emerging organizational structures.

SECTION – C

- Answer **any two** questions from the following. **Each** question carries **12** marks :  
(2×12=24)

7. “Our personal and professional relationships can be greatly improved through understanding ourselves in depth and choosing those aspects of self that can be shared with others”. Analyse the statement with the help of Johari Window.

P.T.O.



8. Needs and desires are the chief motivators for an individual. Explain this with the help of two-content theories.
9. Perception is a way of understanding or interpreting something. In lieu of this statement explain the factors influencing perception.

#### SECTION – D

#### (Case Study – Compulsory)

10. Read the case study and answer the questions compulsory : (1×15=15)

Mr. Rajan Kumar is the Managing Director of soaps manufacturing company. To increase sales, the Board of Directors wanted to start a full fledged marketing department. Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates, he has narrowed down his choice to two persons : Vishwanath Dutt and Rajnarayan.

Mr. Vishwanath Dutt has an excellent track record in the company. During his fruitful association with the company, to be precise ten years, he has always shown a high degree of enthusiasm and initiatives in his work. He is still young (35 years) dynamic and aggressive. He is result-oriented and is more interested in ends rather than means. One of the workers, testifying his leadership qualities, remarked thus : “Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it”. Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required, ‘he is always on his toes’.

During his 15 years tenure in the company, Mr. Rajnarayan has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Dutt, he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Rajnarayan became the head of his department.

- a) Analyze the leadership qualities and styles of Mr. Dutt and Mr. Rajnarayan.
- b) Between the two people, whom would you recommend for the position of a marketing manager ? Why ?



I Semester M.B.A. (Day) Examination, March 2011  
(2007– 08 Scheme)  
MANAGEMENT  
Paper – 1.3 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** of the following. **Each** question carries **two** marks. (6×2=12)
- Define perception.
  - What is locus of control ?
  - What is group dynamics ?
  - 'Behaviour is function of its consequences'. Give two examples.
  - 'Role model' – write two lines.
  - What is negative re-enforcement ?
  - Define Leadership.
  - Define Conflict.

SECTION – B

Answer **any three** of the following. **Each** question carries **eight** marks. (3×8=24)

- OB is Inter-disciplinary subject. Discuss with a model.
- Discuss the relationship among thoughts, - behaviour, - character- personality and productivity.



4. Explain the factors influencing the 'formation of attitudes'. Give examples.
5. 'Perception is pre-conceived'. – Discuss the statement with perceptual model.
6. Explain theory 'x' and 'y' and 'z'. What techniques are adopted to motivate them.

#### SECTION – C

Answer **any two** of the following. **Each** question carries **twelve** marks. (2×12=24)

7. Explain the 'Managerial grid', with a model.
8. Why do people resist change ? Explain the techniques adopted to overcome the resistance to change.
9. What is intra personal, inter group conflict ? Discuss the methods of overcoming these conflicts.

#### SECTION – D

**Compulsory :**

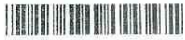
(1×15=15)

10. Read the following case and answer the questions

#### **Plain Truth can Help Avoid Resistance**

Tushar had been hearing the rumour doing the rounds since the past ten days. However, as per his nature, he had ignored it and concentrated on doing his job even better. But today, Tushar had seen his name along with other names recommended and officially told to start attending the three month's computer course to gain knowledge on the usage of computers to textile industry.

Tushar, after completing a polytechnic (diploma) in textile engineering had joined the J.P. Mills as a junior assistant in the design development department, some twenty years ago. At the time of joining, the textile industry was booming. J.P. Mills was also doing well in terms of volume and profitability during the boom period. However, with the opening of the economy and the entry of many multinational ready made brands, there was seen a visible change in the customers'



buying behaviour. The past seven to eight years has seen a shift in the customers' mindset towards purchase of ready-to-use wear. Unlike the earlier trend when people preferred to purchase well known textile company's cloth material (in this market J.P. Mills was doing very well and had almost 27% market share), and get their clothes stitched by any well-known tailor. So as to keep in pace with the new market requirement, J.P. Mills owner and Managing Director Nithin Kapasi, decided to enter into a tie up with a MNC Sandy wear store which wanted to enter into a joint venture with J.P. Mills to get a manufacturing base in India.

It was in this connection that the rumours started circulating about the new management planning to remove the existing employees of J.P. Mills by introducing programmes for them under the guise of upgrading their knowledge in computers. When the rumours, started initially, many executives and employees had put in their papers. But many others, like Tushar, continued to put in their hours but one could always sense their uneasiness. Hence, seeing his name on the notice board, made Tushar uneasy and he was expecting the worst, when he received a call from Nancy, the P.A. to the personnel manager Viresh, asking him to meet the latter after the lunch break.

Tushar, when he met Viresh, was pleasantly surprised to hear that in the new organisation set up, would be required to do a lot of the work on the computer (packages). This would eventually result in a lot of cost saving for the company, because the available new computer packages in the market will help in reducing the time (spent) between receipt of order, selection of the various designs (optimised selection can be done with the help of the new software packages) and execution of the orders in time. Viresh ended the talk by saying that the new management expected all this responsibility to be entrusted to Tushar and hence his name had been put up on the list of those required to attend various computer courses.

**Questions for discussion.**

- 1) What factors had caused resistance in change among J.P. Mills employees ?
  - 2) Do you agree with the strategy adopted by Viresh in communicating about the changes to Tushar ? Or could you suggest any other way of handling the above situation ? Why ?
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PG – 121

I Semester M.B.A. (Day) Degree Examination, February 2012  
(2007-2008 Scheme)

Management

Paper – 1.3 : ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** questions : (6x2=12)

1. a) Mention any four roles of Managers in the organisation.
- b) What is self esteem and self efficiency ?
- c) Explain any two principles of learning.
- d) List the types of attitudes.
- e) What is leadership ?
- f) Mention any two suggestions to make teams more effective.
- g) What is conflict management ?
- h) What is change management ?

SECTION – B

Answer **any three** of the following questions : (3x8=24)

2. What do managers do in terms of functions, roles and skills ?
3. What are the major behavioural science disciplines that contribute to OB ?
4. What is perception, and what factors influence our perception ?
5. Define motivation. What are the key elements of motivation.
6. What are the five stages of group development ?

P.T.O.



## SECTION - C

Answer any two questions :

(2×12=24)

7. What is attribution theory ? What are the three determinants of attribution ? What are its implications for explaining organisational behaviour ?
8. What is cognitive evaluation theory ? What does it assume about the effects of intrinsic and extrinsic rewards on behaviour ?
9. What are the major job attitudes ? In what ways are these attitudes alike ? What is unique about each ?

## SECTION - D

10. Cases study :

(1×15=15)

**Chan Suh : Not your typical advertising executive – yet**

You see them all the time when you visit Web sites – those flashy banner ads beckoning for your attention with catchy text and animated graphics. Although you probably never think much about how they get there, that's the main thought running through Chan Suh's head these days. Suh, a 40-year-old Korean native who moved to New York with his mother in 1976, is the founder and CEO of Agency.com, one of the largest interactive online ad agencies around these days.

Although interactive advertising comprises only about 1 percent of the \$ 200 billion advertising market, its potential is enormous. In 1998 alone, the four-year-old Agency.com quadrupled in size as sales zoomed from \$ 18 million to \$ 80 million. Its client list, including 3M, DIRECTV, Gucci, Land Rover, Saab, the Olive Garden, and Visa, would be the envy of any of the traditional Big Six advertising agencies. Unlike these firms however Agency.com is not populated by slick executives in tailored suits luxuriating in the wood-paneled suites of New York City high-rises. Instead, Agency.com's casually attired, body-pierced twenty-somethings work in a poorly ventilated room over the loading dock in Manhattan's Time-Life building.

Suh considers himself fortunate to have not only the 600 talented people who make up the company but also the space itself – his major first business asset. Although bankers just laughed at his business plan in 1995, Suh was determined to launch his agency. So cashing in on the goodwill he developed with his former employer, Time-Life (for whom he earlier developed Vibe online before venturing out on his own), Suh struck a deal in which he got the space in exchange for completing



1 Sample Test 2 (Day) Degree Examination February 2012

several projects. One of these was the highly regarded web site for the 1995 Sports Illustrated swimsuit edition video. On the strength of his successful experiences with Time, Suh was able to attract more blue-chip clients, for whom he struck gold. The Web site Agency.com developed for MetLife, for example grew in popularity from 300,000 hits in 1996 to over 4 million hits in 1997. This Web site was only one of over two dozen for which the company won awards for various clients in 1998 (including a prestigious Clio for Pacific Bell). In 2001 alone, Agency.com won 15 prestigious awards for its various Web designs.

For Agency.com to continue to grow – or even to survive the inevitable shake out that's forthcoming in the interactive advertising business – Suh realizes that his company will have to double in the coming months. And with offices now extending beyond New York – including Boston, Chicago, Dallas, San Francisco, London, Amsterdam, Paris, and his native home, Seoul, Korea – the company's reach has broadened dramatically. Importantly, as clients grow more sophisticated, they are moving from being knocked out by the novel, whiz-bang technology to the stage where they now are demanding results—a return on their advertising investments. Suh knows that this will keep him busy hiring the most talented and creative people he can find individuals who share his vision for taking technology to places where no advertising agency has ever been before.

It's having a vision and chasing it that keeps Chan Suh navigating these uncharted waters. After all, only a true visionary and pioneer would say, "We love the fact that we get to invent the future while we live in it." If Suh's vision even comes close to being as accurate as it has been, there's every indication that he easily will reach the goal of making Agency.com a \$ 1 billion company. Based on recent figures, he appears to be well on his way.

**Critical Thinking Questions :**

- 1) What special qualities make Chan Suh so effective as a leader ?
- 2) Would you say that Chan Suh is a charismatic leader or a transformational leader ?
- 3) What challenges do you believe Agency.com is likely to face in the next few years ?



PG – 679

I Semester M.B.A. (Day) Degree Examination, February/March 2013  
(2007-08 Scheme)

MANAGEMENT

Paper – 1.3 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** questions, **each** carries **two** marks. **(6x2=12)**

1. a) 'Behaviour is function of its consequences' – write meaning in two lines.
- b) What is Intra Personal conflict ?
- c) What is group cohesiveness ?
- d) Who is an 'Introvert' ?
- e) What are 'Ego' states ?
- f) What is OD ?
- g) What is job satisfaction ?
- h) Define Attitude. How attitudes are formed ?

SECTION – B

Answer **any three** questions, **each** carries **eight** marks. **(3x8=24)**

2. OB is a multi-disciplinary subject discuss.
3. Discuss important theories of learning.
4. 'People resist change'. Explain with reasons.
5. Discuss some important 'OD techniques'.
6. Explain important 'Perceptual distortions with examples.

P.T.O.



## SECTION - C

Answer any two questions, each carries 12 marks.

(2×12=24)

7. Compare three important motivational theories.
8. Explain some important theories of personality. What are the determinants of personality ?
9. Explain Inter personal and Inter group conflicts with conflict resolution techniques.

## SECTION - D

10. Analyse case and answer the questions.

(1×15=15)

Jack welch took over as Chief Executive Officer (CEO) of General Electric (GE) in 1981. When he joined GE, he realized that the company was organized on highly bureaucratic lines and that there were so many layers of management that it was not capable of making quick decisions and thus letting many opportunities pass by. He made sweeping changes in almost every aspect of the company. He eliminated several layers of management and decreased the corporate staff from 1700 to less than 1000 and reduced the workforce to 100,000 workers, nearly 25 percent of the total workforce. He changed the direction as well as the very culture of the company. And he has produced results. The productivity per man hour of the company is one of the highest in the industry.

For years, GE sat at the top of the marketplace as the world's most valuable and most admirable company. When Jack Welch retired, Jeffrey Immelt took over as CEO. An economic downturn and corporate scandals affected GE as well. In the latest report, the revenues for GE were flat and the CEO gave a cautious outlook. The shares of GE plunged by 10 percent, on that statement. Since October 2000, GE stock has been slashed by almost half. Jeffrey Immelt faced a lot of criticism and even though he tried his best to calm fears among employees and investors, he admitted that he did not expect such intense criticism and specially when comparisons were made with management style of Jack Welch. It did not matter to the investors that the economy was down in the late 1990s and early 2000s.



Immelt is determined to reshape GE for the next generation. Since the year 2000, he has already launched several initiatives. He makes sure that customer satisfaction is considered as the top priority. He measures managers mostly by how much they improve their customer's bottom line. He wants GE to take the six sigma quality programme and other innovations deep into a client's operations. He wants more globalization, more business via the Web, more diverse senior staff and more extensive research and development. Due to policy of change, more than 50 per cent of new executives have been hired from the ranks of women, minorities and persons from other countries. Immelt has devoted himself completely to making GE one of the top companies again.

Q. What are the forces of change at GE ? What steps are taken by CEO to meet the change ?



PG – 804

I Semester M.B.A. (Day) Examination, Feb./March 2014  
(2007-08 Scheme)

Paper – 1.3 : ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 75

SECTION – A

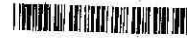
1. Answer **any six** from the following. **Each** sub-question carries **two** marks. **(6×2=12)**
- What is a learning organisation ?
  - What is perceptual defence ?
  - Define 'self'.
  - What is group cohesiveness ?
  - What do you mean by valence ?
  - Define culture.
  - Distinguish between learning and unlearning.
  - Define leadership.

SECTION – B

Answer **any three** of the following. **Each** question carries **eight** marks. **(8×3=24)**

- Explain two models of organisational behaviour.
- Explain the process of perception with a model.
- What are the causes for Interpersonal and inter group conflicts and how these conflicts are resolved ? Explain.
- What are the factors which influence the formation of attitudes ? Discuss with example.
- Define cognitive dissonance and explain the measures to minimise dissonance.

P.T.O.



## SECTION - C

Answer any two of the following. Each question carries 12 marks. (2×12=24)

7. Define personality and explain various theories of personality.
8. "Means to motivate may change motivation as a function of management were remain forever" - Discuss.
9. 'Leadership is a Dynamic Process'. Explain the statement with two important theories of leadership.

## SECTION - D

10. Read the following case and answer the questions given at the end. 15

At first Tammy Reinhold didn't believe the rumors. Now that the rumors were confirmed, she was in denial. "I can't believe it," she said. "I've worked as a greeting-card artist here for 17 years. I love what I do. Now they tell me that I'm, going to have to do all my work on a computer".

Tammy was not alone in her fear. The company's other two artists, Mike Tomaski and Maggie Lyall, were just as concerned. Each had graduated from art school near the top of their class. They came to work for Wisconsin Art and Greetings right out of school - Mike in 1976, Tammy in 1983, and Maggie in 1988. They choose the company, which had been around for more than 50 years, because of its reputation as a good place to work. The company also had never had a layoff.

Wisconsin Art and Greetings is a small maker of greeting cards and speciality wrapping paper. It has modest resources and modest ambitions. Management has always pursued progress slowly. May be that's why it was so late in introducing computerized technology to its production operations. And why now it decided that it no longer wanted its artists to do hand-rendered work. Management had bought three high-powered Mac computers and equipped them with the latest graphics and photo-manipulation software including Photoshop, Quark, and illustrator.

Courtland Gray, the company's owner, called Tammy, Mike and Maggie into his office this morning. He told them about the changes that were going to be made. Gray acknowledged that the three were going to have a lot to learn to be able to do all their work on computers. But he stressed that the changes would dramatically speed up the art-production and photo-layout processes and eventually result in



significant cost savings. He offered to send the three to a one-week course in Dallas specifically designed to train artists in the new technology. He also said he expected all of the company's art and photo operation to be completely digitalized within three months.

Tammy was not stupid. She'd been following the trends in graphic art. More and more work was being done on computers. She just thought, as did Mike and Maggie, that she might escape having to learn these programs. After all, Wisconsin Art is not Hallmark. But Tammy was wrong. Technology was coming to Wisconsin Art and Greetings and there wasn't much she could do about it - other than complain or look for another job!

Questions :

- 1) Explain Tammy's resistance.
  - 2) Evaluate the way Courtland Gray handled this change.
  - 3) What, if anything, would you have done differently if you had been Gray?
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