

MANAGEMENT AND ORGANIZATION

Organizational behavior and leadership (2291)

October 21st, 2015

Examiners: Ingrid Biese and Sanne Bor

Max points: 50p

Points needed to pass: 25p

Time: 4h

Please answer all the questions below. Write short and concise answers, but please ensure that you capture the central ideas.

1. What is meant by the following central concepts related to organizational behavior and/or leadership? Please define briefly (max. 2 sentences per concept). *Scoring: you can get max. 2 points per concept.*
 - a. Leader-member exchange theory
 - b. Groupthink
 - c. The Big Five
 - d. Psychological contract
 - e. Bounded rationality

2. Answer the following questions briefly (max. 200 words [appr ½ page] per question). *Scoring: you can get max. 5 points per question.*
 - a. What are the central elements of situational leadership?
 - b. What is "escalation of commitment to a failing course of action" and why does it happen?
 - c. What are the key elements of Herzberg's two-factor theory?
 - d. What are the key elements of the nomothetic approaches to personality?

3. Based on the readings please explain what is meant by organizational behavior and discuss how it is linked to leadership? Write max. 2 pages. *Scoring: you can get max. 10 points for this question.*

4. Please read the attached mini-case and analyze it using The Hill Model for Team Leadership.
 - a. In monitoring this team, at what level and function do you see the most serious problems? Task, relational, or environmental?
 - b. What actions would you take to improve team functioning? How would you intervene and why?

Write max 2 pages in total. *Scoring: you can get max 10 points.*

They Dominated the Conversation

The local cancer center has a health team designed to coordinate the care of children with cancer. The team is composed of a physician, Dr. Sherif Hidyat (a clinical oncologist); a radiologist, Dr. Wayne Linett; a nurse practitioner, Sharon Whittling; a social worker, Cathy Ing; a physical therapist, Nancy Crosby; and a child life worker, Janet Lewis. The team members meet on a weekly basis to discuss the 18 children under their care and agree on the best course of treatment for each child. Cathy Ing, the social worker, is the head of the team and is responsible for the case management of each child. However, when the team meets, Drs. Hidyat and Linett dominate the conversation. They feel that their medical background gives them greater knowledge and skill in treating cancer in children. They welcome input from the women on the team. When it comes to making a decision, however, they insist on doing it their way for the good of the patient. Cathy Ing (the social worker), Janet Lewis (the child life worker), Nancy Crosby (the physical therapist), and Sharon Whittling (the nurse practitioner) resent this behavior because they are the health care workers who spend the most time with the children and feel that they know best how to handle their long-term care. As a result, the patients feel as if no one cares or understands them. The team is also having trouble working together, and no one on the team is satisfied with the outcome.