

Roll No.

Total No. of Questions : 17

Total No. of Pages : 03

MBA (2018 Batch) (Sem.-3)
ORGANIZATIONAL BEHAVIOUR & DESIGN

Subject Code : MBA 301-18

M.Code : 76889

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-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 TWELVE marks.

SECTION-A

Write briefly :

1. Determinants of Individual Behaviour
2. Meaning of Organisational Behaviour
3. Traits of Personality
4. Transactional Leadership
5. Johari Window Model
6. Decision making in Group
7. Decentralisation
8. Learning Organisation

SECTION-B

UNIT-I

9. Discuss various challenges and opportunities for managers in the area of organisational behaviour.
10. Define Learning. Explain the reinforcement theory of learning.

UNIT-II

11. What can be the sources of attitude of an individual? Explain.
12. Briefly discuss the content theories of motivation.

UNIT-III

13. Describe the nature of groups in organisation. Explain the stages of group formation.
14. Discuss individual and organisational approaches for stress management.

UNIT-IV

15. What do you understand by organisational design? Explain the factors influencing organisational design.
16. Differentiate between power and authority. Explain various sources of power.

SECTION-C

17. Read the following case and answer the questions given below the case.

Mr Ramesh was appointed as general manager, administration in K.B. Limited. He joined the company only about two years back. Prior to joining this company, he served another company for two years. He did his M.B.A. from a reputed institution. After getting promotion as general manager, administration, he felt quite excited and was quite enthusiastic about his new job. The post of general manager was sufficiently at high level. However, because of young age and lack of adequate experience, Mr. Ramesh was considered as junior executive by most of his subordinates.

The administration department of the company had four major sub-units: purchasing, record maintenance, printing, and secretarial services. Each sub-unit was headed by a manager. These four managers were directly reporting to Mr. Ramesh. Most of them had been with the company for a fairly long period of time and that too with their present units. Since Mr. Ramesh was quite less experienced and young, these four managers viewed his appointment with hesitancy and suspicion. Also they had liking for the previous general manager and were sorry to see him leave the company.

The new general manager, Mr. Ramesh, started holding weekly meetings of the department. However, he noticed that managers were hesitant to speak in the meetings; he was the only one to speak. He made some changes in the operating procedures that he felt would increase efficiency and announced them in a weekly departmental meeting. There were no reactions to the changes but later he noticed that the managers continued to follow the old procedures. He talked to them individually but felt that they were not opening up to him. The problem continued.

After about two months, Mr. Ramesh started receiving complaints from other departments about the services they received from the administration department. These complaints mostly related to printing and purchasing. Mr. Ramesh believed that his department should provide the best possible services and, therefore, admonished his managers in a weekly departmental meeting. He still received little response from them. He continued to receive complaints and was becoming increasingly frustrated. On one day, he became very upset at the third complaint that week over jobs done in the printing unit. He stormed out of his office down to the printing unit. The manager of the printing unit was out. Mr. Ramesh called over the chief print operator, chewed him out, and told him to redo the job on the same day. When printing unit manager returned and learned what happened, he immediately called a meeting with the three other managers and described events to them. On this, commented the manager purchasing unit, "We have to do something. Mr. Ramesh is too young, incompetent, and is a tyrant." "I agree, he dictates to us in departmental meetings, and now he goes behind our back to our employees. He shows no confidence in us. I am fed up with this situation", said manager - secretarial services. Finally, the manager - maintenance chimed in, I don't think we have much choice. Mr. Ramesh is regarded high by top level management We can't talk to him and higher up, and if we continue doing things this way, our careers will be ruined. Therefore, I think that we should look for some other job opportunities." They all reluctantly agreed with this statement and the meeting ended.

Questions :

- a. Describe the nature of the problems in this case.
- b. Explain what could have been done to prevent the problems.

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SECTION-A

Write briefly :

1. Disciplines Contributing to Organisational Behaviour
2. Emotional Intelligence
3. Big Five Model of Personality
4. Leadership Traits
5. Stages of Group Formation
6. Causes of Stress
7. Organisational Design
8. Sources of Power

SECTION-B

UNIT-I

9. Explain the foundations of individual behaviour.
10. Define Learning. Explain the classical conditioning theory. How this theory is applicable in organisational behaviour?

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UNIT-II

11. Discuss the types of attitude. What can be done to bring about a change in attitude?
12. Explain Maslow's theory of motivation.

UNIT-III

13. Discuss the factors contributing to group cohesiveness.
14. Discuss the dimensions of organisational culture.

UNIT-IV

15. What can be the sources of conflict? How can managers prevent conflict?
16. What are the characteristics of a learning organisation? What are the strategies for creating a learning organisation?

SECTION-C

17. Read the following case and answer the questions given below the case.

S.F. Limited is a non-banking finance company, engaged in financing hire purchase of transport vehicles, more particularly heavy and medium trucks. It has its branches in most of the large cities of Northern India. Deepak joined this company after doing MBA with finance major. After serving for six months at the head office of the company, he was appointed as branch manager in a big city. After joining this branch, Deepak found that the branch was not working with its full potential. He further realized that the staff members were not adequately motivated. There were five staff members, four of them being office personnel while one person was working as a class four employee. Deepak was eager to motivate these four office personnel to improve the workings of the branch. In order to do so, he analyzed the personality features and need patterns of these four employees. His analysis revealed that: Arvind, the senior most employee, is quite creative and may be called as genius to some extent. However, he is highly emotional and always looks for praise from others. Most of the time, he talks about himself and wants to become centre of attention. He tends to live in fantasies and day-dreaming. His work behavior shows that as long as others praise his work, he comes up with innovative and creative ideas. For every success, he tries to grab all the credit and when there is a sign of failure, he tends to push the responsibility on his colleagues.

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Mohan, the next senior most employee, appears to care more about himself and his family consisting of his wife and the only son. His thinking is that he is doing the job to support and provide happiness to his family. He believes that at least minimal job performance standard should be maintained so that the company does not have any negative perception about his work performance. He is very social and creates friendly atmosphere whenever he meets anyone including the company's customers.

Rajesh, the third employee in seniority, is quite opposite to Mohan. Rajesh is quite loyal to the company and responds well to its rules and incentive plans. However, he lacks initiative. He does not do anything independently though he does the work well which is assigned to him by the branch manager.

Sohan, the fourth employee, is quite intelligent and assertive. He works for earning more money and believes in job hopping implying that he would readily change his job if offered more money from someone else. In his present job, he works overtime to earn more money. Deepak informally collected the information about Sohan from his previous employer. This information content is *"Sohan is very adamant and has a forceful and driving personality. With us, he performed very well but his personality was so strong that we were glad to get rid of this argumentative, adamant, and arrogant fellow."*

Questions :

- a. Analyze the need patterns of these four employees of S.F. Limited in light of content theories of motivation
- b. Advise Deepak about the strategies that he should adopt for motivating his subordinates for better performance.

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- i The track record of Mr Bhavan was good and he was liked within the company. Dismissing him or even transferring him to a new region will affect the morale of the work force
- ii Good health hospital is a major customer and gives good business. Losing the hospital is not an option. Therefore, the demand of the hospital has to be met

Questions:

- a) If you were Mr Natraj, how will you solve this issue?
- b) Discuss the factors that you feel are playing role in creation of these conflicting situations.



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ORGANIZATIONAL BEHAVIOUR & DESIGN

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SECTION-A

1. Write a short note on the following:

- a) Role of individual behaviour in organisations.
- b) What is Reinforcement?
- c) Discuss the major Personality traits.
- d) State the process of perception on OB.
- e) What is Johari Window in OB?
- f) Dimensions of Organisational Culture.
- g) Difference between actual and perceived environment.
- h) Explain the term Organisational Design.

SECTION B

UNIT-I

2. How does Organisational Behaviour help in increasing Innovation capabilities in the organisations? Also discuss the major challenges of Organisational Behaviour

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1. "Emotion is a subjective lens on an objective world, decision making should discard emotion whenever possible" Comment on the statement.

UNIT-II

4. What do you understand by term personality? State the major determinants of personality in organisations.
5. How Leaders and their leadership skills play an important role in the growth of any organization? State the various theories of Leadership in detail.

UNIT-III

6. "Groups set standards of productivity and enforce them on all members, these standards work as a major influence on the behaviour of individuals" Comment on the statement. Also state the issues in group decision making.
7. What do you understand by Stress Management? Discuss the main sources and the approaches to manage stress.

UNIT-IV

8. "An organisational structure displays how different resources of organisation come together and align with its goal" Explain the statement.
9. Explain, the role of Power and Politics in Organisational Behaviour. State the various tactics and techniques of politics in organisations.

SECTION-C

10. Case Study:

Study the following case and answer the following questions

Krishnamurthy, plant manager of frame manufacturing company, is the chairperson of the ad hoc committee for space utilization. The committee is made up of various departmental heads of the company. The general manager of the company has given MURTHY the responsibility for seeing whether the various office, operations and warehouse facilities of the company are being optimally utilized. The company is beset by rising costs and the need for more space. However, before okaying an expensive addition to the plant, the general manager wants to be sure that the currently available space is being utilized properly. MURTHY opened up the first committee meeting by reiterating the charge of the committee. Then MURTHY asked the member if they had any initial observations to make. The first to speak was the office manager. He stated "well I know we are using every possible inch of room that we have available to us. But

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when I walk out into the plant, I see lot of open spaces. We have people piled on top of one Another, but out in the plant there seems to be plenty of room."? "The production manager quickly replied, "We do not have a lot of space. Your office people have the luxury facilities. My supervisors don't even have room for descend a file cabinet; I have repeatedly told the plant manager we need more space. After all, our operation determines whether this plant succeeds or fails, not like you people in the front office pushing paper around." MURTHY interrupted at this point and said, "Obviously we have different interpretations of the space utilization around here. Before further discussion I think it would be best if we have some objective facts to work with. I am going to ask the industrial engineer to provide us with some statistics on plant and office layouts before our next meeting. Today's meeting is adjourned.

Questions :

- a) What perceptual-principles are evident in this case?
- b) If you were in Murthy's position, how would you have handled the situation?

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