



Name :

Roll No. :

Invigilator's Signature :

**CS/MBA (NEW)/SEM-2 (FT&PT)/MB-202/2010
2010**

ORGANISATIONAL BEHAVIOUR-II

Time Allotted : 3 Hours

Full Marks : 70

The figures in the margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

GROUP – A

(Multiple Choice Type Questions)

1. Choose the correct alternatives for any *ten* of the following :

10 × 1 = 10

- i) Companies that have tall organizations also tend to have
 - a) large span of management
 - b) extensive management
 - c) short span of management
 - d) wide span of management.

- ii) A visual display of an organization's structure is called a(n)
 - a) organization chart b) organization graph
 - c) organization matrix d) specialization.



- iii) An organization's shared values, beliefs, traditions, philosophies, rules and heroes represent its
- a) organization culture
 - b) grapevine
 - c) organization manual
 - d) formal organization.
- iv) One of the advantages of conflict is that it forces you to examine problems and work toward a potential
- a) relationship
 - b) solution
 - c) outcome
 - d) experience.
- v) Conflict over content and goals of the work is known as
- a) emotional conflict
 - b) process conflict
 - c) task conflict
 - d) relationship conflict.
- vi) Which of the following is a conflict resolution skill ?
- a) Avoiding
 - b) Passive listening
 - c) Accommodating
 - d) Active listening.



- vii) Organization can usually change all of the following *except*
- a) structure
 - b) job design
 - c) corporate identity
 - d) people.
- viii) What is the correct sequence in the change process ?
- a) Change, freezing, unfreezing
 - b) Unfreezing, change, refreezing
 - c) Thawing, refreezing, change
 - d) Unfreezing, thawing, refreezing.
- ix) All of the following are possible methods of organizational development *except*
- a) merge and alliances
 - b) team building
 - c) job enrichment
 - d) diversity training.
- x) Which one is not a stage of group development ?
- a) Storming
 - b) Performing
 - c) Adjourning
 - d) Reporting.



xi) Organizational Development (OD) is a process of change.

- a) unplanned
- b) planned
- c) unstructured
- d) none of these.

xii) Which one of the following characteristics is not a necessary part of the definition of a group ?

- a) Interdependence
- b) Two or more members
- c) Organizationally assigned goals
- d) Interacting.

GROUP – B

(Short Answer Type Questions)

Answer any *three* of the following. $3 \times 5 = 15$

2. Leadership is situational. Do you agree ? Explain.
3. Enumerate the barriers to effective communication.
4. Explain the stages of group development.
5. Compare and contrast the Trait and Behavioural theory of Leadership.
6. What do you mean by planned organisational change ? What are the reasons behind it ?



GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following. $3 \times 15 = 45$

7. a) Resistance to change is the normal part of the process of change. Discuss.
- b) What techniques can be used to overcome such resistance ? $7 + 8$
8. a) What are the major sources of conflict in an organisation ?
- b) Discuss the different strategies for conflict resolution. $7 + 8$
9. a) Evaluate Fiedler's Contingency theory of Leadership ?
- b) Discuss briefly the interventions of Organisation Development. $8 + 7$
10. Write notes on any *three* of the following : 3×5
- a) Maslow's need hierarchy
- b) Functional and dysfunctional conflict
- c) Organisational culture — its characteristics
- d) Matrix organisation structure
- e) Organisational politics.



11. Read the case and answer the questions that follow

Mr. Krishna Rao was utterly baffled. He took over office four months ago and has since initiated several changes all of which are good. His main intentions in making the changes were that the office should look more professional and the employees should be facilitated to become productive without making them work too hard.

The office now indeed looks more spacious with the new layout, and in fact, his colleagues from other departments who pass by, comment on how nice and professional the office looked ! Mr. Rao had put the secretaries' desks close to their bosses' cabins so that they did not have to walk up and down all the time. Previously, they were huddled together in the secretaries' pool, and whenever they had to take dictation which was several times a day, they had to walk quite a bit. He also purchased new calculating machines for the department which are quick, efficient and accurate so that the assistants now do their calculations without making mistakes. In fact, he had just placed an order for a high speed computer which would take away the boredom and monotony of all the laborious human calculations and would be a boon to all. Actually, once the computer is installed, the managers will not have to be dependent on the lower level staff.



Whatever statistics or information the managers need, the computer will generate the data in no time at all. And the computer manufacturer was going to offer free programming sessions for all those who wanted to attend them. Manuals will also be made available to all the staff. It was the best of all possible worlds for the entire department and Mr. Rao could not understand why the staff were not more enthusiastic and some actually seemed rather unhappy.

Discuss why the changes did not produce the desired results in this situation. According to you what should Mr. Krishna Rao do now ?

7 + 8

=====