



Name : .....  
Roll No. : .....  
Invigilator's Signature : .....

**CS/MBA (N)/SEM-2 (FT+PT)/MB-202/2012**

**2012**

**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 )**

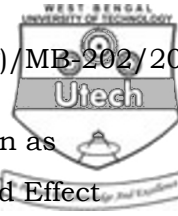
1. Choose the correct answers for any *ten* of the following :

$10 \times 1 = 10$

- i) The conflict handling intention in which one party is more willing to satisfy the interest of the other party is called
  - a) Collaborating
  - b) Accommodating
  - c) Compromising
  - d) Competing.
- ii) An organization structure is called Mechanistic structure with
  - a) Wide span of control, high degree of centralization and formalization
  - b) Narrow span of control, high degree of centralization and formalization
  - c) Wide span of control, low degree of centralization and formalization
  - d) Narrow span of control, low degree of centralization and formalization.



- iii) Bureaucratic structure is efficient for
  - a) Mass production technology
  - b) Unit production technology
  - c) Continuous process technology
  - d) All of these.
- iv) The role of a leader is to
  - a) Develop a vision of the future and strategies for producing the changes needed to achieve that vision.
  - b) Developing organization structure
  - c) Monitoring results against preset goals
  - d) Allocation of resources to achieve desired goals.
- v) A group that is relatively permanent and is specified in the organizational structure is called
  - a) Command Group      b) Interest Group
  - c) Reference Group      d) Task Group.
- vi) The situation in which group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views is called
  - a) Group Shift      b) Group Think
  - c) Group Norms      d) None of these.
- vii) Which one of the following is not a leadership style according to Robert J. House's Path Goal Theory ?
  - a) Supportive      b) Participative
  - c) Achievement-oriented      d) Selling.
- viii) Which one of the following is the primary situational factor of Hersey-Blanchard Model ?
  - a) Leader-Member relationship
  - b) Task structure
  - c) Maturity of followers
  - d) Authority of manager.



- ix) The Chain Effect of Change is also known as
- a) Domino Effect                      b) Planned Effect  
c) Action Research Effect      d) Intervention Effect.
- x) Which one the following is not a step of Lewin's 3-Step Model of Change ?
- a) Movement                              b) Unfreeze  
c) Freeze                                      d) Refreeze.
- xi) Henry Mintzberg described 10 different interrelated managerial roles. Which one of the following is not among the 10 managerial roles defined by him ?
- a) Resource allocator              b) Disseminator  
c) Entrepreneur                      d) Conflict manager.
- xii) Work Specialization refers to
- a) Degree to which activities are subdivided into separate jobs.  
b) Basis of which similar jobs are grouped together  
c) Degree to which jobs within the organization are standardized  
d) Degree to which decision making is concentrated at a single point.

**GROUP - B**

**( Short Answer Type Questions )**

Answer any *three* of the following.                      3 × 5 = 15

2. What do you mean by managerial functions ? What are the various skills required by managers at various levels in an organization's hierarchy ?
3. What do you mean by Matrix organizational structure ? Describe their merits & demerits.



4. What do you mean by barriers of organizational communication ? How can they be removed ?
5. Describe Blake & Mouton's Managerial Grid Theory of Leadership with suitable examples.
6. Make a distinction between mechanistic model and organic model of organization structure.

**GROUP - C**

**( Long Answer Type Questions )**

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

7. What are the primary characteristics that capture the essence of organization's culture ? Briefly describe the relationship between organization culture, performance and satisfaction.
8. What do you mean by group cohesiveness ? Discuss in detail the causes and consequences of group cohesiveness in an organization.
9. What are the forces leading to change ? Why is change resisted ? Describe Kotter's eight-step plan for implementing change in an organization.
10. a) What are the determinants of organizational design ?  
b) How does organizational culture differ from organizational climate ?  
c) A leader is the product of the situation and the task. Critically explain.  $5 + 5 + 5$
11. Write short notes on any three :  $3 \times 5$ 
  - a) Johari window
  - b) Theory Z
  - c) OD intervention
  - d) Organisational Politics
  - e) Managerial Roles propagated by Henry Mintz berg.