



Name : .....

Roll No. : .....

Invigilator's Signature : .....

**CS/MBA/SEM-2 (FT/PT)/MB-202/2013**

**2013**

**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) Which is not the part of the process of group formation ?
- a) Storming
  - b) Norming
  - c) Cooperating
  - d) Performing
  - e) Forming.

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ii) Out of the following which is not a group decision making process ?

- a) Delphi technique
- b) Just-in-time
- c) Quality circle
- d) Brainstorming
- e) Nominal group technique.

iii) Which element is included in the communication process ?

- a) Team-building
- b) Motivation
- c) Encoding
- d) Personality
- e) Amplifier.

iv) The group to which an individual aspires to belong, i.e. the one with which he or she identifies is called

- a) coalitions
- b) committees
- c) reference groups
- d) task groups
- e) teams.



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viii) Which of the following is not a determinant of organizational structure ?

- a) Strategy
- b) Size of the organization
- c) Industry type
- d) Technology.

ix) Which of the following is not a stage of group development ?

- a) Storming
- b) Adjourning
- c) Performing
- d) Reporting.

x) Organization can usually change all of the following *except*

- a) structure
- b) corporate identity
- c) job design
- d) people.

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xi) Managerial grid theory of leadership is based on

- a) traits of a leader
- b) order creator
- c) behaviours of a leader
- d) contingency.

xii) Find the odd one out :

- a) unfreezing
- b) shaping
- c) moving
- d) refreezing.

**GROUP – B**

**( Short Answer Type Questions )**

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

2. Make a comparison between organisational culture and climate.
3. Prescribe strategies to make communication effective in an organisation.
4. "Conflict is not necessarily bad, some conflict is necessary for a group to perform effectively." Discuss.
5. Examine Kurt Lewin's model of planned change.
6. State the key elements that need to be considered while designing an organisation's structure.

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**GROUP - C**  
**( Long Answer Type Questions )**

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

7. What do you understand by organisational design ? What are the elements in an organisational design ? What is a matrix structure organisation ? What are the advantages and disadvantages of a matrix structure ?  $2 + 6 + 2 + 5$
  
8. What is the essence of the situational theory of leadership ? Explain either Fiedler's contingency model or Hershey-Blanchard's model of leadership. How does a transformational leader differ from a transactional leader ? What are the different leadership styles ?  $2 + 6 + 4 + 3$
  
9. Discuss briefly the Force field analysis model to explain how the change process works. What are the different stages of group development ? Group Decision Making has its own merits and demerits. Elucidate.  $5 + 5 + 5$
  
10. What is OD ? What are the important features of OD ? What are the forces leading to change ? Explain the Action Research Model of OD.  $2 + 4 + 4 + 5$

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11. Write short notes on any *three* of the following : 3 × 5

- a) Leaders versus managers
- b) Resistance to change
- c) Individual intervention *vs* Process intervention of OD
- d) Virtual organisation
- e) Managerial skills.

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