Name :	
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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 :  $10 \times 1 = 10$ 
  - 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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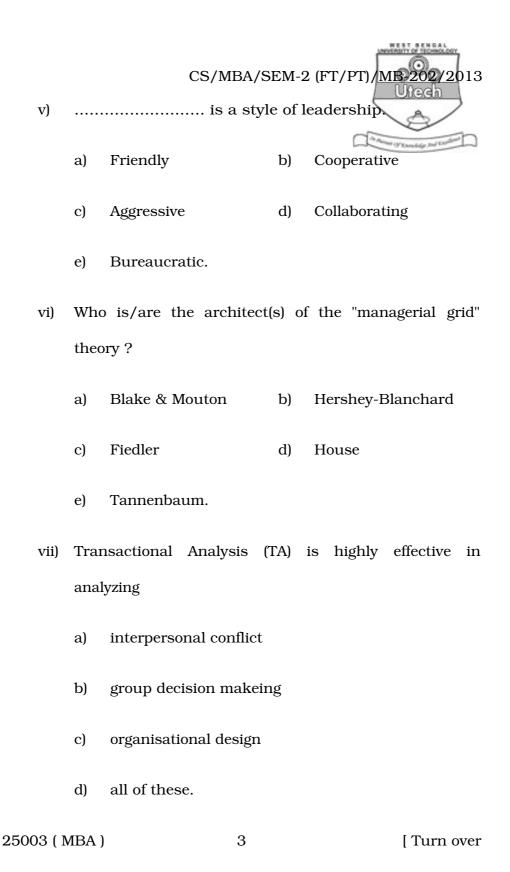
ii) Out of the following which is not a group making process ?



- 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) Presonality
  - 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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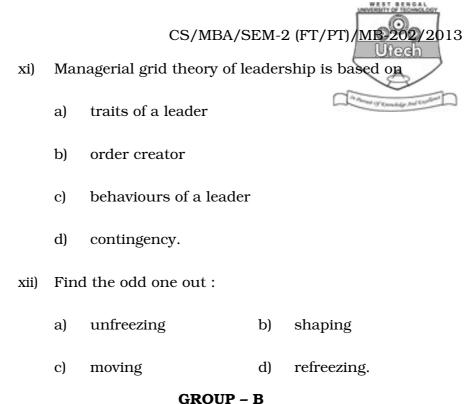
viii) Which of the following is not a determinar organizational structure ?



- 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

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- c) job design d) people.
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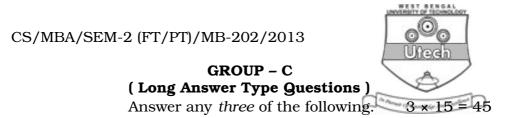


# (Short Answer Type Questions)

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

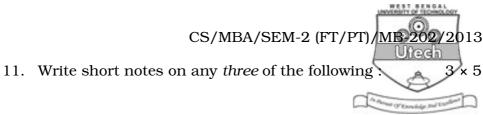
- 2. Make a comparison between organisational culture and climate.
- 3. Prescribe strategies to make communication effective in an organisation.
- 4. "Conflict is not necessarily bad, some conflict is necessary for a group to perform effectively." Discuss.
- 5. Examine Kurt Lewin's model of planned change.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

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- 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 Decison 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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- a) Leaders versus managers
- b) Resistance to change
- c) Individual intervention *vs* Process intervention of OD

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- d) Virtual organisation
- e) Managerial skills.

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