



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 :
 $10 \times 1 = 10$

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



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.



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.



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.



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. $2 + 4 + 4 + 5$



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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