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## **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 )

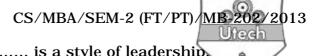
- 1. Choose the correct alternatives for any ten of the following :  $10 \times 1 = 10$ 
  - i) Which is not the part of the process of group formation?
    - a) Storming
    - b) Norming
    - c) Cooperating
    - d) Performing
    - e) Forming.

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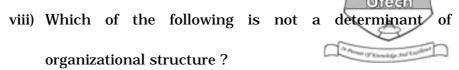
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- ii) Out of the following which is not a group decision making process?
  - a) Delphi technique
  - b) Just-in-time
  - c) Quality circle
  - d) Brainstorming
  - e) Nominal group technique.
- iii) Which element is included in the communication process?
  - a) Team-building
- b) Motivation
- c) Encoding
- d) 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.

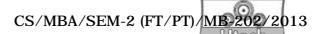


V)	is a style of leadership.					
	a)	Friendly	b)	Cooperati	ve	n
	c)	Aggressive	d)	Collaborat	ing	
	e)	Bureaucratic.				
vi)	Who is/are the architect(s) of the "managerial g theory?					
	a)	Blake & Mouton	b)	Hershey-E	Blanchard	
	c)	Fiedler	d)	House		
	e)	Tannenbaum.				
vii)	Tran analy	sactional Analysis yzing	s highly	effective	in	
	a)	interpersonal conflict				
	b) group decision makeing					
	c)	organisational design				
	d)	all of these.				
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- 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.



- 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



11. Write short notes on any *three* of the following .



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