CS/MBA(N)/SEM-2(FT&PT)/MB-202/2011

2011
ORGANIZATIONAL 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)   Path Goal theory of leadership was proposed by

          a)   Blake and Mouton   b)   House et al

          c)   Fiedler   d)   None of these.

    ii)   Division of labour is the same as

          a)   chain of command

          b)   span of control

          c)   work specialization

          d)   none of these.

iii) Production department is the example of

a) functional departmentalization

b) product departmentalization

c) geographical departmentalization

d) none of these.

iv) In group development, a leader unites the team with motivation. This stage is called

a) forming b) storming

c) norming d) performing.

v) Virtual organizations basically depending on

a) departmentalization b) outsourcing

c) span of control d) none of these.

vi) Managerial grid theory of leadership is based on

a) traits of a leader

b) behaviours of a leader

c) contingency

d) none of these.

vii) Find the odd one out :

a) unfreezing b) moving

c) shaping d) refreezing.

viii) .... occurs when individuals are not able to choose among the available alternative courses of actions.

a) Conflict   b) Collective bargaining

c) Grievance   d) None of these.

ix) .... arises from differences between the choices made by different individuals in the organization.

a) Interpersonal conflict

b) Goal conflict

c) Role conflict

d) None of these.

x) .... is the process by which organizations move from their present state to desired state to increase their effectiveness.

a) OD

b) Restructuring

c) Redesigning

d) Organizational change.

xi) Which of the following is not a task oriented role ?

a) Initiator

b) Opinion givers

c) Information seekers

d) Compromisers.

xii) Phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action known as

a) Group think

b) Role identity

c) Group conformity

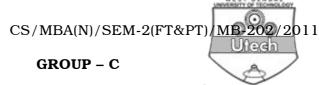d) Group cohorts.

GROUP – B

(Short Answer Type Questions)

Write short notes on *three* of the following.   3 × 5 = 15

2. What do you mean by management functions ? Give suitable examples for each. Point out challenges of management.

1 + 1 + 3

3. Distinguish between mechanistic model and organic model of organization structure.

4. State the features of matrix structure of organization with suitable examples.

5. What is communication barrier ? Write down the ways through which you can remove communication barriers.

6. Define organisational culture. What are the primary characteristics that is in aggregate capture the essence of an organisation's culture ?

GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following. 3 × 15 = 45

7. State the managerial grid as developed by Blake and Mouton. How is behavioural theory on leadership different from contingency theory of leadership ? Briefly discuss any one contingency theory of leadership. 5 + 4 + 6

8. 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

9. The Samarth Electricals was a medium-size industrial unit in Ahmadabad. The proprietor called himself as the Managing Director. There was a Marketing Manager to look after sales and a Chief Engineer to look after production assembly. Recently, a young graduate with Masters' Degree in Personnel Management was recruited as a Personnel Manager to look after the manpower problems. His name was Chandra Marathe. He was popularly known as C.M. amongst his colleagues.
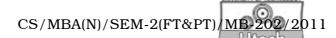
The unit had worked for over a decade and by now had 425 employees on the muster roller. The Managing Director wanted to reshuffle the ranks of operatives and give some pay rise to the deserving individuals. The Personnel Manager was asked to do some Survey Work as the data was necessary to base the decisions on. Mr. Marathe decided to issue a detailed questionnaire to all the employees to provide information about their job title, job description, salary rate experience granted about the pay revisions, if any etc. He himself went through all the sections, distributing the questionnaires to all ranks. He announced in every section that he would personally pick up the forms on next Monday. This data was necessary to classify the ranks to fix new pay scales and decide the promotions. Some of the employees were perhaps to be benefitted, whereas some were likely to experience shifts in their status.

Before Monday, some 10 per cent of the questionnaires were filled and sent to the Personnel Department. Whereas, on Monday, it was not possible to collect more than 50 forms. The Personnel Manager felt disappointed. However, he extended the time and made renewed request for filling the forms as soon as possible. The Managing Director expected the forms to be ready within a week while the colleagues of equal ranks were laughing up their sleeves.

a) What are the issues involve in this case ?

b) Do you see some organizational conflict ? What are the reasons ?

c) How should Mr. Marathe have proceded in this project ?

<div align="right">3 + 4 + 8</div>

10. What is organisational development ? Discuss Lewin's Three-step model of organisational change. Which methods may be used to deal with resistance to change ? 3 + 6 + 6

11. Write short notes on any *two* of the following : $2 \times 7\frac{1}{2}$

    a) OD intervention

    b) Job enrichment

    c) Organisational environment

    d) Communication networks.

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