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Total No. of Pages : 03

Total No. of Questions : 17

MBA (2018 Batch) (Sem.-3)

ORGANIZATIONAL BEHAVIOUR & DESIGN

Subject Code : MBA 301-18

M.Code : 76889

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A**Write short notes on following :**

1. Types of Attitude.
2. Personality.
3. Intrinsic Motivation.
4. Halo Effect.
5. Compare Power and Politics.
6. Perceptual Error.
7. Individual Behaviour.
8. Perceived Environment.



SECTION-B

UNIT-I

9. *"Models of OB are the Framework to Manage Behaviour of people in the Organization"*, Define Organization Behaviour and explain its Model.
10. What do you understand by Learning? Explain the Process of Learning with example.

UNIT-II

11. *"Most People believe that Biological Factors are important in Determining the Personality of a Person"* Comment on this statement by taking various Biological Factors relevant for Personality and their impact.
12. *"Leadership is the process by which an executive directs, guides and influences the work of other"* Explain. Also, discuss the significance of Leadership in Management.

UNIT-III

13. Explain the Theories of Group Formation.
14. What do you mean by Organization Culture? Why Culture is important in an Organization?

UNIT-IV

15. What do you mean by Organization Design? Explain factors affecting Organizational Design.
16. Discuss Conflict Resolution Techniques? Describe the Strengths and Weaknesses of each?

SECTION-C

17. Case Study :

Like most steel companies Bangalore Alloy steel suffered difficult times in the decade of 1990. The Company's wide attitude survey in 1995, it was found that the number of frustrated middle managers felt that the company's unattractive pay structure caused low employee morale. The CEO of the company Dinesh was not impressed by the survey poor and did not care for the opinion middle- managers. As a result, the executives were



disillusion. Dinesh had been a financial specialist and the board of the directors assigned him the top job because they thought his financial expertise could improve the financial situation of the company. At first, the move seemed a good one. Dinesh used his financial know-how to arrange creative financing for the company's debt, but that did not solve other serious problems. Dinesh was a number man with few people skills and he proved to be a poor planner. He tried to diversify and re-organize the structure which was met with resistance from the rigid centralized structure. Dinesh was comfortable with face to face communication and he issued periodic memo's exhorting employees to increase productivity. All employees including both blue-collar and white-collar employees blamed Dinesh for heavy losses of the company. Top management kept middle management at a distance and became isolated and ineffective.

Questions :

- Which of the management function (Planning, Organizing, Leadership, Controlling), does Dinesh perform well?
- Which of the management functions does he perform unsatisfactory?
- What do you think should be the role of middle management in this situation?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

