

Subjt Code: R16MBA205

MBA - II Semester Regular and Supplementary Examinations, April-2018.**ORGANISATIONAL BEHAVIOUR****Time: 3 hours****Max Marks: 60****Question Paper Consists of Part-A and Part-B.**

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART A (CASE STUDY)**1 X 12 = 12**

Mr. Kumar is the managing director of a Soaps Manufacturing company. To increase sales, the board of directors wanted to start a full-fledged marketing department. Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates, he has narrowed down his choice to two persons: Yaswanth and Subhash.

Mr. Yaswanth has an excellent track record in the company. During his fruitful association with the company, to be precise ten years, he has always shown a high degree of enthusiasm and initiative in his work. He is still young (55 years) dynamic and aggressive. He is result-oriented and is, naturally, more interested in ends rather than means. One of the workers, testifying his leadership qualities, remarked thus: "Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it." Mr. Yaswanth is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is always on his toes.

During his 15 years tenure in the company, Mr. Subhash has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Yaswanth, he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Subhash became the head of his department.

Questions

1. Analyze the leadership qualities and styles of Mr. Yaswanth and Mr. Subhash.
2. Between the two people, who would you recommend for the position of a marketing manager?

2. (a) What is Organisational Behaviour(OB)? Discuss its nature
(b) Discuss the general conclusions that you draw from the models of OB
3. (a) What do you understand by organisation structure?
(b) What principles are should keep in mind while developing organisation structure
4. (a) what is transactional analysis? Explain its utility
(b) Enumerate 'ego' states and various types of transactions between two persons with help of suitable examples and diagrams
5. (a) Discuss how does theories of motivation help in better understanding of the people in work place.
(b) Explain Herzberg two factor theory of motivation with suitable Indian example.
6. (a) Define the term group and explain its nature.
(b) Why are groups formed? Differentiate formal and informal groups.
7. (a) Define the term Conflict? How does it differ from competition?
(b) Discuss the major forms of Conflict in an organisation.

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