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Total No. of Pages : 03

Total No. of Questions : 15

MBA/MBA(IB) (2014 to 2017) (Sem.-1)

**ORGANIZATIONAL BEHAVIOUR**

Subject Code : MBA-102

Paper ID : [C0102]

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTION TO CANDIDATES :**

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

**SECTION-A**

1. Attitude Change.
2. Values and Believes.
3. Leadership.
4. Distinguish between group and team.
5. Techniques of Decision making.
6. Types of Power.

**SECTION-B****UNIT-I**

7. Explain the framework of OB. What are the challenges and opportunities for OB?
8. What do you mean by Learning? What are the various elements of learning?

## UNIT-II

9. Define job satisfaction. What are the different methods of measuring job satisfaction?
10. Explain the importance of motivation. What are the types of motivation theories?

## UNIT-III

11. Explain the process of group formation, outlining the hindrance in it and how can they be overcome to form effective groups.
12. What are different approaches to manage functional and dysfunctional conflicts? Explain by giving examples.

## UNIT-IV

13. What factors are responsible for creating and sustaining organizational culture?
14. What is the role of Power & Politics in organizations? Does it hinder organization performance or is it inevitable in today's context, for survival? Discuss.

## SECTION-C

### 15. Case Study :

This case focuses on the organizational culture of Well-Mart. Primary emphasis is placed on how Well-Mart's culture developed and how it has been maintained. The roots of Well-Mart's culture date back to Sameer, who instilled the now famous "*Saturday Morning Meeting*". During these meetings, he encouraged his employees to offer suggestions for improvement and empowered them to follow through on those suggestions that he thought were worth pursuing. The Saturday Morning Meeting has continued at Well-Mart despite its growth into one of the largest corporations in the world. Discussion could focus on how Well-Mart's culture has been maintained over the years, with special emphasis on the importance of the Saturday Morning Meeting. In addition to the Saturday Morning serving as a company ritual, discussion could also focus on how the company chant serves as a cultural maintenance tool. A discussion of the strength of Well-Mart's culture relates to the notion of core values, which have been instrumental in sustaining its culture over the years. Perhaps as a partial result of this sharing of core values, Well-Mart is able to respond quickly to changes in the market place, as evidenced by the anecdote about the poker sets. In addition, the attraction-selection-attrition model could be applied to Well-Mart, as it may explain some of the similarities among Well-Mart's managers thus leading to a

tight-knit culture. Finally, although Well-Mart's culture undoubtedly has been strength, discussion could also focus on how it could be a weakness. The original practices and ideas of Sameer may not fit in today's business environment, so maintaining Well-Mart's culture may be detrimental to its growth. Moreover, increased public scrutiny may be pressuring Well-Mart to change its old practices.

***Discussion Questions :***

- Q1. How would you describe Well-Mart's culture characteristics?
- Q2. Based on this case, would you characterize Well-Mart's culture as strong or weak? Why?
- Q3. As an upper manager of Well-Mart, what steps could you take to either maintain or enhance the culture of Well-Mart?
- Q4. How might Well-Mart's negative press affect employee morale, job satisfaction and organizational commitment? As a manager, what steps would you take to improve employee attitudes?