



Printed Pages : 8

MBA014

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7104

Roll No.

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M.B.A

(SEM I) ODD SEMESTER THEORY EXAMINATION 2009-10
ORGANISATIONAL BEHAVIOUR

Time : 3 Hours]

[Total Marks : 100

Note : *The question paper contains three parts. All questions are compulsory. Marks are indicated against question.*

PART - I

1 Choose the correct answer/Fill in the blank/ $1 \times 20 = 20$
State true or false, for the following objective questions :

(a) The basis of custodial model is

(i) Partnership

(ii) Economic

(iii) Leadership

(iv) Power

- (b) _____ is the process by which employees learn the culture of an organization.
- (i) Learning
 - (ii) Socialization
 - (iii) Culture
 - (iv) Change
- (c) Three different levels of conflict are interpersonal, intrapersonal and _____ conflict.
- (d) The Psychoanalytic theory of personality was proposed by _____
- (i) Carl Jung
 - (ii) Erikson
 - (iii) Sigmund Freud
 - (iv) Levinson
- (e) Sensation is something more than perception.
True/False
- (f) Johari Window framework was proposed by _____
- (i) Alderfer
 - (ii) Mc. Clelland
 - (iii) Joseph Luft and Harry Ingham
 - (iv) Erikson

- (g) R → S connection is indicated in _____
- (i) Classical conditioning
 - (ii) Cognitive processes
 - (iii) Operant conditioning
 - (iv) Social Behaviour
- (h) _____ groups arise spontaneously in the organisation because of social interaction with the people.
- (i) _____ represents an individual view of how he is supposed to act in a given situation.
- (i) Role incongruence
 - (ii) Role identity
 - (iii) Role Perception
 - (iv) Role Set
- (j) Absence of maintenance factor create dissatisfaction.
True/False.
- (k) Managerial Grid was proposed by Blake and Mouton.
True/False.
- (l) In Vroom's theory of motivation 'V' stands for _____
- (i) Ventilation
 - (ii) Velocity
 - (iii) Vroom
 - (iv) Valence

- (m) The concept that whole is greater than sum of its parts is known as _____.
- (i) Social loafing
 - (ii) Synergy
 - (iii) Cohesiveness
 - (iv) Innovation
- (n) The extent to which group members are attracted to each other and want to retain group membership is known as _____.
- (i) Compatability
 - (ii) Group norms
 - (iii) Cohesiveness
 - (iv) Creativity
- (o) A leadership style in which a leader concentrates all the authority in his hands is known as _____ style.
- (i) Democratic
 - (ii) Autocratic
 - (iii) Laissez Faire
 - (iv) None of the above
- (p) Introduction of negative consequences decreases the likelihood of the occurrence of the behaviour, is called Extinction. True/False.
- (q) Learning is a _____ change in persons behaviour.

- (r) The four variables in O.B. are people, structure, technology and _____.
- (s) _____ is a device through which grievances are settled.
- (t) According to the conflict resolution model, the five resolution styles are _____, _____, compromising, collaborating and accommodating.

PART - II

2 A Case Study :

30

Shirley and Ferroz both work for a software development company. The manager of the new product division was originally the leader of a project team for which she interviewed and hired Ferroz. Shirley, another project team member, also interviewed Ferroz but strongly opposed hiring him for the project because she thought he was not competent to do the job.

Seven months after Ferroz was hired, the manager left the project to start her own company and recommended that Ferroz and Shirley serve as joint project leaders. Shirley agreed reluctantly with the stipulation that it be made clear she was not working for Ferroz. The General Manager consented; Shirley and Ferroz were to share the project leadership.

Within a month Shirley was angry because Ferroz was representing himself to others as the leader of the entire project and giving the impression that Shirley was working for him. Now Shirley and Ferroz are meeting with you to see if you can help them resolve the conflict between them.

Shirley says "Right after the joint leadership arrangement was reached with the general manager, Ferroz called a meeting of the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Ferroz reviewed everybody's duties, line by line, including mine, treating me as just another team member working for him.

Feroz says : "Similarly is all hung up with feelings of power and titles. Just because I sign myself as project director doesn't mean that she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything. I call a meeting and right away she thinks I'm trying to run everything. Shirley has other things to do-other project to run so she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the

initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me."

Question :

- (a) Ferroz and Shirley seem to have several conflicts occurring simultaneously. Identify as many of these individual conflicts as possible.
- (b) Are there any general statements you can make about the overall nature of the conflict between Ferroz and Shirley.
- (c) What are the possible ways to deal with the conflict between them?
- (d) Given the choices in your ans (c), what is the best way for both of them, to deal with the conflict, between them.
- (e) Given all the benefits of retrospection what could have been done to avoid this conflict in the first place ?

PART - III

$12\frac{1}{2} \times 4$

- 3 What is OB? Discuss its nature and significance.

OR

Discuss the emerging challenges and opportunities that would be faced by managers in managing human behaviour in the near future.

- 4 Explain the process of perception in detail.

OR

"Reinforcement Theory of Learning is at the root of behaviour modification". Examine the statement.

- 5 Discuss the determinants of group behaviour.

OR

Explain the situational theory of leadership.

- 6 What do you mean by organizational politics? Explain the "Legitimate and illegitimate" dimension in organizational politics.

OR

What is Grievance handling mechanism? Explain in detail.

