



Printed Pages : 7

MCA-115

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

PAPER ID : 7305

Roll No.

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M.C.A.

(Only for the candidates admitted/Readmitted in the session 2008-09)

(SEM. I) EXAMINATION, 2008-09

ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours]

[Total Marks : 100

PART - I

1 This question contains 20 objective questions. 1×20
Choose the correct answer, fill in the correct word/group of words or state True or False.

(a) _____ is a subject of management activities concerned with understanding, predicting and influencing individual behaviour in organizational settings.

(b) Authority is delegated to people as right of command in:

- (i) Custodial Model
- (ii) Autocratic Model
- (iii) Collegial Model
- (iv) Supportive Model



- (c) _____ is simply establishing of rules, written or un-written, defines boundaries and tells one how to behave within the boundaries to be successful.
- (i) Paradigm
 - (ii) Scheme
 - (iii) Reward system
 - (iv) Cognitive process
- (d) State True/False : Social cognitive theory is much more comprehensive than the cognitive and behavioural theories.
- (e) The following is the biological factor of personality :
- (i) Heridity
 - (ii) Brain
 - (iii) Physical features
 - (iv) All of the above
- (f) State True/False :
Perception is a cognitive process
- (g) Job satisfaction is closely related to an employee's _____
- (h) Discrimination is the opposite of:
- (i) motivation
 - (ii) halo effect
 - (iii) generalisation
 - (iv) perception

- (i) State True/False:
Motivation is not related to satisfaction (True/False)
- (j) Keith Davis has identified the following as one of the functions of informal organisation:
- (i) Social satisfaction
 - (ii) Incentive
 - (iii) Physical facilities
 - (iv) Pay
- (k) Functional behaviour influences followers:
- (i) Negatively
 - (ii) Positively
 - (iii) Unfavourably
 - (iv) Relatively
- (l) _____ is a factor in group decision making (Time/Creativity).
- (m) State True/False :
Role ambiguity is a factor in role conflict.
- (n) Technological change is one of the _____ factors of organizational change.
- (i) External
 - (ii) Internal
 - (iii) Psychological
 - (iv) Ethical



(o) Kurt Lewins theory of change involves

- (i) field of forces
- (ii) driving forces
- (iii) restraining forces
- (iv) all of the above

(p) Stages of conflict commences with

- (i) potential conflict
- (ii) latent conflict
- (iii) manifest conflict
- (iv) Tilt conflict

(q) Division of work is done to facilitate:

- (i) specialisation
- (ii) centralisation
- (iii) conflict
- (iv) standardisation

(r) State True/False :

Family is one of the factors of group factors in attitude.

(s) Following is a factor in group cohesiveness :

- (i) shape
- (ii) size
- (iii) profit
- (iv) pay

(t) Vertical conflict is in the form of

- (i) superior - subordinate relation
- (ii) superior - superior relation
- (iii) subordinate - subordinate relation
- (iv) None of the above.

PART - II

2 Case Study

30

Mr Roshan, a professionally qualified engineer, had been working in one of the plants of a giant multi-product company as assistant plant manager. After having worked for five years, he was promoted to the position of Plant Manager. Recently, he has been transferred to another plant which is facing difficulty in meeting production targets and budgetary standards. He is highly ambitious and authority oriented energetic person. He strongly believes that to solve a problem, rigid and close control can be exercised. He makes decisions on his own and get them implemented by exercising authority of his position.

Mr. Roshan gave directive to each work station for increasing productivity by 10% and reducing costs by 5%. He monitors the situation closely and has finally dismissed two supervisors who failed in meeting production targets without giving patient hearing to them. He has promoted four senior operators to the position of



supervisors. Ultimately this style of functioning has yielded desired results. Productivity has increased and production costs have been brought under control. However, the employees are unhappy because of excessive pressure on them and because of fear of losing their jobs.

Questions:

- (i) Comment on the state of organizational climate in the above case.
- (ii) Do you approve of the leadership style of Mr. Roshan? Give reasons for your answer.
- (iii) Offer practical suggestions to improve organizational climate in the above case.

PART - III

$$12\frac{1}{2} \times 4 = 50$$

- 3 What are the general principles of management?

OR

What is organizational behaviour and what is the nature of organizational behaviour?

- 4 What are the differences between perception and sensation? Explain the process of perception.

OR

What are the learning theories and their implications?

- 5 What are autocratic and participative leadership? Give their advantages and disadvantages.

OR

What do you understand by group cohesions? What are the factors affecting group cohesions?

- 6 What do you understand by grievance management? Discuss in detail.

OR

What do you understand by contingency approach to power?

