

Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

**MBA (2019 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 has 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 student has 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 briefly :**

1. Determinants of Individual Behaviour
2. Meaning of Organisational Behaviour
3. Traits of Personality
4. Transactional Leadership
5. Johari Window Model
6. Decision making in Group
7. Decentralisation
8. Learning Organisation

**SECTION-B**

**UNIT-I**

9. Discuss various challenges and opportunities for managers in the area of organisational behaviour.
10. Define Learning. Explain the reinforcement theory of learning.

## UNIT-II

11. What can be the sources of attitude of an individual? Explain.
12. Briefly discuss the content theories of motivation.

## UNIT-III

13. Describe the nature of groups in organisation. Explain the stages of group formation.
14. Discuss individual and organisational approaches for stress management.

## UNIT-IV

15. What do you understand by organisational design? Explain the factors influencing organisational design.
16. Differentiate between power and authority. Explain various sources of power.

## SECTION-C

17. **Read the following case and answer the questions given below the case.**

Mr Ramesh was appointed as general manager, administration in K.B. Limited. He joined the company only about two years back. Prior to joining this company, he served another company for two years. He did his M.B.A. from a reputed institution. After getting promotion as general manager, administration, he felt quite excited and was quite enthusiastic about his new job. The post of general manager was sufficiently at high level. However, because of young age and lack of adequate experience, Mr. Ramesh was considered as junior executive by most of his subordinates.

The administration department of the company had four major sub-units: purchasing, record maintenance, printing, and secretarial services. Each sub-unit was headed by a manager. These four managers were directly reporting to Mr. Ramesh. Most of them had been with the company for a fairly long period of time and that too with their present units. Since Mr. Ramesh was quite less experienced and young, these four managers viewed his appointment with hesitancy and suspicion. Also they had liking for the previous general manager and were sorry to see him leave the company.

The new general manager, Mr. Ramesh, started holding weekly meetings of the department. However, he noticed that managers were hesitant to speak in the meetings ; he was the only one to speak. He made some changes in the operating procedures that he felt would increase efficiency and announced them in a weekly departmental meeting. There were no reactions to the changes but later he noticed that the managers continued to follow the old procedures. He talked to them individually but felt that they were not opening up to him. The problem continued.

After about two months, Mr. Ramesh started receiving complaints from other departments about the services they received from the administration department. These complaints mostly related to printing and purchasing. Mr. Ramesh believed that his department should provide the best possible services and, therefore, admonished his managers in a weekly departmental meeting. He still received little response from them. He continued to receive complaints and was becoming increasingly frustrated. On one day, he became very upset at the third complaint that week over jobs done in the printing unit. He stormed out of his office down to the printing unit. The manager of the printing unit was out. Mr. Ramesh called over the chief print operator, chewed him out, and told him to redo the job on the same day. When printing unit manager returned and learned what happened, he immediately called a meeting with the three other managers and described events to them. On this, commented the manager purchasing unit, "We have to do something. Mr. Ramesh is too young, incompetent, and is a tyrant." "I agree, he dictates to us in departmental meetings, and now he goes behind our back to our employees. He shows no confidence in us. I am fed up with this situation", said manager - secretarial services. Finally, the manager - maintenance chimed in, I don't think we have much choice. Mr. Ramesh is regarded high by top level management We can't talk to him and higher up, and if we continue doing things this way, our careers will be ruined. Therefore, I think that we should look for some other job opportunities." They all reluctantly agreed with this statement and the meeting ended.

**Questions :**

- a. Describe the nature of the problems in this case.
- b. Explain what could have been done to prevent the problems.

**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.**