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Roll No.

MB-101

M. B. A. (FIRST SEMESTER)

END SEMESTER

EXAMINATION, Jan., 2023

**ORGANIZATIONAL DESIGN AND
BEHAVIOUR**

Time : Three Hours

Maximum Marks : 100

Note : (i) This question paper contain two
Sections—Section A and Section B.

(ii) Both Sections are compulsory.

(iii) Answer any *two* sub-questions among
(a), (b) and (c) in each main question
of Section A. Each sub-question
carries 10 marks.

(iv) Section B consists of case study is
compulsory. Section B is of 20 marks.

P. T. O.

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Section-A

1. (a) Describe various roles performed by a manager of an organization for its smooth and effective functioning with special consideration of the automobile sector.
(CO1)
- (b) Explain the evolution of management from scientific management school to modern management school with special emphasis on the analysis of required improvement from one school of thought to another.
(CO1)
- (c) Illustrate the importance and significance of values and ethics in the success of an organization.
(CO1)
2. (a) Evaluate in detail the various parameters required to consider to design the effective organizational structure.
(CO2)
- (b) Differentiate matrix organizational structure from divisional organizational structure along with suitable industry examples.
(CO2)

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- (c) "Power is the ability to make things happen according to one's perspective by getting someone else to do it for you."
Justify the statement. (CO2)
3. (a) Explain in detail the process of organizational decision-making for effective solution determination in various organizational situations. (CO3)
- (b) Describe Simon's rational decision-making theory and its implementation in practical situational decision making.
(CO3)
- (c) "Organizational change refers to the actions in which a company or business alters a major component of its organization". State and evaluate those factors which are responsible for initiating change in a contemporary business environment. (CO3)
4. (a) Define personality. Explain in detail the various attributes of personality. (CO4)

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(4)

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- (b) Differentiate Classical Conditioning theory of learning from Operant Conditioning theory with example. (CO4)
- (c) Explain in detail the VUCA model of leadership. Analyze the effectiveness of this strategic model of leadership in a rapidly changing world. (CO4)

Section-B

5. Case Study : (20 Marks) (CO5)

Ranbir is the Chief executive officer of a company. The Company has been growing and has recruited quite a few specialists recently. The functional heads in the company have to meet their staff in an open meeting every two months. Ranbir detested these meetings. It was open to everyone in the office. The staff came up with a long list of trivial and tiresome complaints and grievances. They repeated the same things and spoke at length. Even when the staff knew of the constraints, they went on with their complaints. They wanted space for lounge, for bathrooms and crèche. Ranbir pointed to lack of space. and yet the staff

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continued to complain. Ranbir cultivated a habit of sitting through the meeting with a cheerful face, but with his mind switched off from the proceedings. The meeting became a tiresome ritual he had to get through. Due to these issues many employees had left the company and its further hampering the Business of the company.

Questions :

- (i) In Ranbir's situation what action would you have taken and why ?
- (ii) Illustrate the role of emotional intelligence in this case.

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