

[4]

Considering Mr. Khanna's success in the previous change this job was also assigned to him. Mr. Khanna did not expect any opposition about the proposed change since the group consisted of educated employees, who were in a better position to understand the company problems and utility of the new fixture. Accordingly, he did not make much efforts before introducing the new equipment as he had done in the previous situation. The result was beyond everybody's imagination. The group resisted tooth and nail the introduction of the new system until it was given up. The mistake proved very costly to Mr. Khanna and he lost this job.

Questions:

- (a) What, in your opinion, Mr. Khanna would have done to avoid resistance by the technical group to the proposed change?
- (b) How do you explain the behaviour of the two groups in accepting or rejecting the change contemplated by the management?

Total No. of Questions: 7

Total No. of Printed Pages:4

Enrollment No.....



Faculty of Management Studies
End Sem (Odd) Examination Dec-2019
MS5CO04 Organization Behaviour

Programme: MBA

Branch/Specialisation: Management

Duration: 3 Hrs.

Maximum Marks: 60

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d.

- Q.1
- i. Individuals such as Albert Einstein, Edwin Land and Steve Jobs lead through which type of power? **1**
(a) Legitimate (b) Reward (c) Expert (d) Charismatic
 - ii. Which of the following represents correct sequencing of historical developments of Organisational Behaviour? **1**
(a) Industrial revolution → Scientific management → Human relations movement → OB
(b) Industrial revolution → Human relations movement → Scientific management → OB
(c) Scientific management → Human relations movement → Industrial revolution → OB
(d) None of these
 - iii. Sobha is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Sobha most likely using? **1**
(a) Contrast effect (b) Halo effect
(c) Stereotyping (d) Projection
 - iv. Belief, opinion, knowledge, emotions, feelings and intentions are the components of **1**
(a) OB (b) Job Satisfaction
(c) Attitude (d) Personality

P.T.O.

[2]

- v. The two dimensions of leadership which emerged from the leader Behaviour Description Questionnaire were 'consideration' and '_____',
 (a) Energizing (b) Initiating Structure
 (c) Deliberate (d) Commanding
- vi. _____ Embodies a team concept, is based on the principle of mutual contribution by employer and employees
 (a) Autocratic Model (b) Custodial Model
 (c) Supportive Model (d) Collegial Model
- vii. The subject of organizational culture has been most influenced by which behavioural science discipline?
 (a) Anthropology (b) Psychology
 (c) Social psychology (d) Political science
- viii. OCTAPACE- the concept for study of organisational climate was developed by
 (a) Peter F. Drucker (b) Peter Segne
 (c) Udai Pareek (d) Dharni P. Sinha
- ix. Moving stage' in Lewin's organizational change process considers
 (a) Mobilize commitment
 (b) Consolidation of gains
 (c) Monitoring and assessing programs
 (d) Reinforcement of new programs
- x. If modern day managers do not positively address and manage workforce diversity, all of the following may become negative outcomes for an organization except
 (a) More difficult communication.
 (b) Increased creativity and innovation.
 (c) More interpersonal conflicts.
 (d) Potential for higher employee turnover.
- Q.2 i. Explain the importance of organizational behaviour in the field of management. **2**
 ii. What is the scope of Organizational Behaviour? **2**
 iii. Discuss various challenges and opportunities for organizational Behaviour. **4**

[3]

- OR iv. Highlight the contributing disciplines to OB. **4**
- Q.3 i. What do you understand by personality? **3**
 ii. Compare and contrast the various contemporary theories from the early theories of motivation? Which ones do you think are more relevant in today's scenario? **5**
- OR iii. Define Perception? What is Attribution theory of perception? **5**
- Q.4 i. Critically examine the Fielder's Contingency Model. **3**
 ii. What are the different approaches to manage functional and dysfunctional conflicts? Explain by giving examples. **5**
- OR iii. Explain the process of group formation, outline the hindrance in it and how can they be overcome to form effective groups. **5**
- Q.5 i. Why is Workplace Spirituality an important concern? **2**
 Attempt any two:
 ii. What is organizational climate assessment and how is it done? **3**
 iii. What are the major issues that arise in the organizational development? **3**
 iv. Explain the types of stress in organization. **3**
- Q.6 Attempt any two:
 i. Discuss the challenges in managing diversity. **4**
 ii. What are the prominent trends used by contemporary OB? **4**
 iii. Define Kurt Lewin's- Three step model. **4**
- Q.7 Khanna made a lot of efforts to introduce the change by involving all the workers in it, since the workers lacked training and knowledge about productivity and cost reduction effects of this equipment. Ultimately, the new material handling equipment was installed with the active cooperation of the workers. A few months afterwards, the company decided to install a sophisticated fixture in the electronic assembly department among a group of technical workers. **10**

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Marking Scheme

MS5CO04 Organization Behaviour

Q.1	i.	Individuals such as Albert Einstein, Edwin Land and Steve Jobs lead through which type of power? (c) Expert	1
	ii.	Which of the following represents correct sequencing of historical developments of Organisational Behaviour? (a) Industrial revolution → Scientific management → Human relations movement → OB	1
	iii.	Sobha is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Sobha most likely using? (d) Projection	1
	iv.	Belief, opinion, knowledge, emotions, feelings and intentions are the components of (c) Attitude	1
	v.	The two dimensions of leadership which emerged from the leader Behaviour Description Questionnaire were 'consideration' and '_____ (b) Initiating Structure	1
	vi.	_____ Embodies a team concept, is based on the principle of mutual contribution by employer and employees (d) Collegial Model	1
	vii.	The subject of organizational culture has been most influenced by which behavioural science discipline? (a) Anthropology	1
	viii.	OCTAPACE- the concept for study of organisational climate was developed by (c) Uday Pareek	1
	ix.	'Moving stage' in Lewin's organizational change process considers (b) Consolidation of gains	1
	x.	If modern day managers do not positively address and manage workforce diversity, all of the following may become negative outcomes for an organization except (b) Increased creativity and innovation.	1
Q.2	i.	The importance of organizational behaviour in the field of management. (0.5 mark*4)	2
	ii.	Scope of Organizational Behaviour (As per discussion) (0.5 mark*4)	2

OR	iii.	Various challenges and opportunities for organizational Behaviour. (0.5 mark*8)	4
	iv.	Highlight the contributing disciplines to OB. (1 mark*4)	4
Q.3	i.	Define personality(As per explanation)	3
	ii.	Compare and contrast the various contemporary theories from the early theories of motivation Relevant in today's scenario	5 3 marks 2 marks
OR	iii.	Define Perception Attribution theory	1 mark 4 marks
	iii.	Define Perception Attribution theory	1 mark 4 marks
Q.4	i.	Fielder's Contingency Model.(As per explanation)	3
	ii.	Different approaches to manage functional and dysfunctional conflicts Examples.	5 (2 marks*2) 1 mark
OR	iii.	Process of group formation Overcome to form effective groups.	3 marks 2 marks
	iii.	Process of group formation Overcome to form effective groups.	3 marks 2 marks
Q.5	i.	Workplace Spirituality an important concern (As per explanation) Attempt any two:	2
	ii.	What is organizational climate assessment How is it done	1 mark 2 mark
	iii.	Major issues that arise in the organizational development (1 mark*3)	3
	iv.	Types of stress in organization. Attempt any two:	(1 mark*3) 3
Q.6	i.	Challenges in managing diversity.	(1 mark*4) 4
	ii.	Prominent trends used by contemporary OB (As per explanation)	4
	iii.	Kurt Lewin's- Three step model. Diagram	3 marks 1 mark
	iii.	Kurt Lewin's- Three step model. Diagram	3 marks 1 mark
Q.7	(a)	What, in your opinion, Mr. Khanna would have done to avoid resistance by the technical group to the proposed change (As per explanation)	10
	(b)	Behaviour of the two groups in accepting or rejecting the change contemplated by the management (As per explanation)	
