

- VI. Define organizational culture. Operationalize the elements of organizational culture in the context of any business organization you are familiar with.

OR

Identify and discuss the different types of changes that business organization face today and why it is difficult to incorporate changes in the organization ?



Printed Pages—8



MBA014

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

PAPER ID : 7104

Roll No.

M.B.A.

(SEM. I) ODD SEMESTER THEORY EXAMINATION 2010-11  
**ORGANISATIONAL BEHAVIOUR**

Time : 3 Hours

Total Marks : 100

**Note :—** The Question Paper contains *three* parts. All questions are compulsory.

**PART—I**

(1×20=20)

1. Which of the following is least likely to be considered a manager ?
  - (a) an administrator in charge of fund-raising activities in a non-profit organization
  - (b) a lieutenant leading an infantry platoon
  - (c) a doctor who acts a head of the physiotherapy department at a public hospital
  - (d) an IT technician who enables communication between all of a company's employees
2. Which of the following is not a core topic of organizational behaviour ?
  - (a) motivation
  - (b) attitude development
  - (c) conflict
  - (d) resource allocation
  - (e) work design

3. Which behavioural science discipline is most focused on understanding individual behaviour?
- (a) Sociology
  - (b) Social psychology
  - (c) Psychology
  - (d) Anthropology
4. Which of the following statements best describes the current status of Observational Behaviour concepts?
- (a) They are based on universal truths.
  - (b) They can be used to predict human behaviour only if the situation is clearly specified.
  - (c) There is general consensus among OB researchers and scholars on the simple concepts that underlie most human behaviour.
  - (d) The cause-effect principles that tend to apply to all situations have been discovered.
5. \_\_\_\_\_ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.
- (a) Globalization
  - (b) Workforce diversity
  - (c) Affirmative action
  - (d) Organizational culture
6. Which of the following indicates that learning has taken place?
- (a) The ability to perform well on exams
  - (b) A change in motivation
  - (c) A change in behaviour
  - (d) A high I.Q. score

7. Experiments performed by Pavlov led to what theory?
- (a) classical conditioning
  - (b) operant conditioning
  - (c) social learning
  - (d) method reproduction
8. Which of the following can be used in shaping behaviour?
- (a) positive reinforcement
  - (b) diminishment
  - (c) reaction
  - (d) manipulation
9. Any incompatibility between two or more attitudes or between behaviour and attitudes results in \_\_\_\_\_.
- (a) organizational dissonance
  - (b) cognitive dissonance
  - (c) attitudinal clarification
  - (d) values clarification
10. Job satisfaction is best described as \_\_\_\_\_.
- (a) a result
  - (b) a value
  - (c) an attitude
  - (d) causing high performance
11. A high score in which dimension of the Big Five model predicts good job performance for all occupational groups.
- (a) extraversion
  - (b) agreeableness
  - (c) conscientiousness
  - (d) emotional stability



12. What term is used to describe the personality of an individual who is aggressively involved in an incessant struggle to achieve more and more in less and less time?
- (a) Type A personality
  - (b) Type B personality
  - (c) Proactive personality
  - (d) Narcissistic personality
13. In Maslow's hierarchy of needs, what is the term used for the drive to become what one is capable of becoming?
- (a) perfection
  - (b) self-actualization
  - (c) hypo-glorification
  - (d) self-esteem
14. What is the primary organizational factor that satisfies people's physiological needs?
- (a) their relationships with co-workers
  - (b) recognition
  - (c) pay
  - (d) admiration
15. Which of the following theories was proposed by Douglas Mc Gregor?
- (a) Hierarchy of Needs Theory
  - (b) Theories X and Y
  - (c) Two-Factor Theory
  - (d) ERG Theory
16. Leadership is best defined as \_\_\_\_\_.
- (a) the ability to influence a group in goal achievement
  - (b) keeping order and consistency in the midst of change

- (c) implementing the vision and strategy provided by management
  - (d) coordinating and staffing the organization and handling day-to-day problems
17. The University of Michigan studies define a(n) \_\_\_\_\_ leader as one who takes personal interest in the needs of his/her subordinates.
- (a) LMX
  - (b) contextual
  - (c) employee-oriented
  - (d) consensus-building
18. According to Blake and Mouton, a leader with a 9, 1 style can best be described as a(n) \_\_\_\_\_ type of leader.
- (a) visionary
  - (b) laissez-faire
  - (c) authority
  - (d) effusive
19. Power can be defined as \_\_\_\_\_.
- (a) the ability to influence the behaviour of others
  - (b) the actualization of the dependency of others
  - (c) congruence between the goals of the leader and those being led
  - (d) downward influence on one's followers
20. Leaders achieve goals, and power is \_\_\_\_\_.
- (a) defined by leaders' hopes and aspirations
  - (b) usually used by poor leaders
  - (c) a means of achieving goals
  - (d) a goal in and of itself



**PART—II****(30 Marks)****II. Star Salesperson**

While growing up, Jerry State was always rewarded by his parents for showing independence. When he started school, he was successful both inside and outside the classroom. He was always striving to be like traffic patroller and lunchroom monitor in grade school. Yet his mother worried about him because he never got along well with other children his own age. When confronted with this Jerry would reply "well I don't need them. Besides they can't do things as well as I can. I don't have time to help them. I'm too busy improving myself". Jerry went on to do very well in both high school and college. He was always at or near the top of his class academically and was a very good long distance runner for the track teams in high school and college. In college he shied away from joining a fraternity and lived in an apartment by himself. On graduation he went to work for a large insurance company and soon become one of the top salespersons. Jerry is very proud of the fact that he was one of the top five salespersons in six of the eight years he has been with the company.

At the home office of the insurance company the executive committee in charge of making major personnel appointments was discussing the upcoming vacancy of the sales managers job for the mid western region. The human resource manager gave the following report :

"As you know the mid western region is lagging far behind our other regions as far as sales go. We need a highly motivated person to take that situation over and turn it around. After an

extensive screening process I am recommending that Jerry State be offered this position. As you know Jerry has an outstanding record with the company and is highly motivated. I think he is the person for the job.

- (1) Do you agree with the human resources manager ? Why or why not ?
- (2) Discuss various high and low motives appear in this case.
- (3) What type of motivation is desirable for people in sales positions ?
- (4) "The good employee is always a good team leader." Justify your favour and against on the statement.

**PART—III****(12½×4=50)**

- III. Discuss the concept of Organizational Behaviour and its relationship with various social science field.

**OR**

"The pace of change is accelerating the transformation process at the workplace"— review the statement and discuss the various challenges faced by Organizational Behaviour.

- IV. Differentiate between Classical Conditioning and Operant Conditioning.

**OR**

Identify and discuss major job related attitude in organization. How do these add up to effective job behaviours at the workplace ?

- V. Discuss the motivation- hygiene model of motivation and how it effect management decision making process.

**OR**

Discuss Feeders Contingency Theory of Leadership.