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Total No. of Pages: 02

Total No. of Questions: 10

**Master of Business Administration (Sem. –3)**  
**ORGANIZATIONAL BEHAVIOUR & DESIGN**

**Subject Code: MBA 301-18**

**M Code: 76889**

**Date of Examination : 14-12-22**

**Time: 3 Hrs.**

**Max. Marks: 60**

**INSTRUCTIONS TO CANDIDATES:**

1. **SECTION-A** is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTIONS-B** consists of **FOUR** Sub-sections : Units-I, II, III & IV. Student have to attempt any **ONE** question from each Sub-section carrying **EIGHT** marks each.
3. **SECTION-C** is **COMPULSORY**, consists of a Case Study carrying **TWELVE** marks.

**SECTION-A**

1. Write short notes on the following:
  - a) Functions of Attitude.
  - b) Goals of Organization Behaviour.
  - c) Emotional Intelligence.
  - d) Cognitive Dissonance.
  - e) Transactional Leadership.
  - f) Traditional Design.
  - g) Conflict Management.
  - h) Types of Power.

**SECTION-B**

**UNIT-I**

2. "Since Behavior is generally predictable, there is no need to formally study OB". Discuss.
3. Explain the Theories of Learning with examples.

**UNIT-II**

4. Differentiate between Attitude, Behavior, Values, and Perception.
5. Compare and contrast Maslow's Hierarchy of needs theory with Herzberg's two-factor theory.

### UNIT-III

6. Explain the Johari window Model of Transactional Analysis.
7. How does Organizational Culture create an impact on the workforce? Suggest measures for developing Organization Culture.

### UNIT-IV

8. What do you mean by Organization? Explain its Importance and Theories.
9. What do you understand by Organizational Politics? Discuss the causes of Politics in an Organization with example.

### SECTION-C

10. Case Study:

Mr. Shashi is a supervisor at an engineering firm in Delhi. Morale in his office has quite low. The workers have gone back to a 9.00 am to 5 p.m. Work schedule after being on flexi-time for nearly two years. When the directive came, allowing Shashi to place his office on flexi-time, he spelled out rules carefully, to his people. All the employees were to work during the core period from 9.00 am to 2 p.m. However, they could work the rest of eight hour day, any time between 9.00 am to 6 p.m. Shashi believed his workers were honest and well-motivated, so he did not bother to set up any system of control.

Everything went on well for a long time. Morale was high and all the work seems to be done. In November 2015, the chief factory manager found that Shashi's workers were averaging seven hours a day. Two employees had been working only during the core period for more than two months. When Shashi's departmental head received the factory manager report, he told Shashi to return to the regular working hours. Shashi was upset and disappointed with his people. He had trusted them but felt that they had left him down.

Questions:

- a) Why Shashi failed to understand the behaviour of his employees while controlling them?
- b) Whether Flexitime and Flexi hours at work bring productivity to the organization.
- c) What are the factors responsible for Job-related attitude?

**NOTE : Disclosure of Identity by writing Mobile No. or Marking of passing request on any paper of Answer Sheet will lead to UMC against the Student.**