

**Roll No.**

**Total No. of Pages : 03**

**Total No. of Questions : 10**

MBA (Sem-3)

## ORGANIZATIONAL BEHAVIOUR & DESIGN

**Subject Code : MBA 301-18**

**M.Code : 76889**

**Date of Examination : 03-06-2023**

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

**1. Write Briefly :**

- Define learning. Discuss its characteristics.
- Types of Emotions.
- Define attitude. Discuss three components of attitudes
- Traits of Leadership.
- Determinants of personality.
- Ego states.
- Causes of Organizational stress.
- What is Learning organization? Give its salient features?

## SECTION-B

## UNIT-I

2. Define organizational behavior. What are various challenges and opportunities for managers? Explain with the help of examples.

3. What is individual behaviour? Discuss in detail various factors influencing individual behaviour?

## UNIT-II

4. Define Motivation. Critically analyse Herzberg's two factor theory of motivation.
5. Define perception. Discuss in detail the stages of perceptual process with illustrations. Also, explain various perceptual errors that can distort the perception.

## UNIT-III

6. What is group? Why do people join groups? Explain various properties of groups with suitable illustrations?
7. Define organizational culture? What are various dimensions of organizational culture? How is culture developed in the organizations? <https://www.ptustudy.com>

## UNIT-IV

8. Define conflict. Briefly discuss the stages of conflict management with the help of suitable examples.
9. What is organizational structure? Elaborate various types of organizational structures with their advantages and disadvantages.

## SECTION-C

### 10. Case study :

Cheryl Kahn, Rob Carstons, and Linda McGee have something in common. They were promoted within their organizations into management positions. As well, they found the transition a challenge. Kahn was promoted to director of catering for the Glazier Group of restaurants. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler conversations or shrug off an employee's chronic lateness. She says she found her new role daunting. "At first I was like a bulldozer knocking everyone over, and that was not well received. I was saying, 'It's my way or the highway' and was forgetting that my friends were going through transition." She admits that this style alienated just about everyone with whom she worked.

Carstons, a technical manager at IBM, talks about the uncertainty he felt after being promoted to a manager from a junior programmer. "It was a little bit challenging suddenly giving directives to peers, when just the day before you were one of them. You

try to be careful not to offend anyone. It's strange walking into a room and conversation changes. People don't want to be as open with you when you be boss.”

McGee is now president of Medex Insurance Services. She started as a customer service representative with the company, then leapfrogged over colleagues in a series of promotions. Her fast rise created problems. Colleagues “would say, 'Oh, here comes the big cheese now.' God only knows what they talked about behind my back.”

**Questions :**

- a. A lot of new managers make serious mistakes in selecting the right leadership style when they move into management. Why do you think this happens?
- b. If new managers don't know what leadership style to use, what does this leadership and leadership training?
- c. Do you think it's easier or harder to be promoted internally into a formal leadership position than to come into it as an outsider? Explain.