



I Semester M.B.A. (Day) Examination, January 2010  
(2007-08 Scheme)  
MANAGEMENT

Paper – 1.3 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 75

*Instruction : Answer should be written only in English.*

SECTION – A

1. Answer **any 6** questions from the following. **Each** question carries **2** marks : **(6×2=12)**
- Give the meaning of organization effectiveness.
  - How do informal groups influence formal groups ?
  - “Individuals learn by observing others”, explain.
  - What is Ringleman Effect ?
  - “Stereo type of beliefs are generally biased”. Give example.
  - Explain cognitive dissonance with example.
  - Bring out the differences between Positive Reinforcement and Negative Reinforcement.
  - How does personality trait differs from individual behaviour ?

SECTION – B

Answer **any 3** questions from the following. **Each** question carries **8** marks : **(3×8=24)**

- Explain behaviour theory of leadership with reference to the studies conducted by OHIO University and University of Michigan.
- Explain Pavlov’s learning theory with a help of a diagram.
- Define Personality. What are the determinants of personality ?
- “People influence organizations and organizations influence people”. Elucidate.
- Discuss the nature of emerging organizational structures.

SECTION – C

Answer **any two** questions from the following. **Each** question carries **12** marks :

**(2×12=24)**

- “Our personal and professional relationships can be greatly improved through understanding ourselves in depth and choosing those aspects of self that can be shared with others”. Analyse the statement with the help of Johari Window.

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8. Needs and desires are the chief motivators for an individual. Explain this with the help of two-content theories.
9. Perception is a way of understanding or interpreting something. In lieu of this statement explain the factors influencing perception.

#### SECTION - D

#### (Case Study - Compulsory)

10. Read the case study and answer the questions compulsory : (1×15=15)

Mr. Rajan Kumar is the Managing Director of soaps manufacturing company. To increase sales, the Board of Directors wanted to start a full fledged marketing department. Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates, he has narrowed down his choice to two persons : Vishwanath Dutt and Rajnarayan.

Mr. Vishwanath Dutt has an excellent track record in the company. During his fruitful association with the company, to be precise ten years, he has always shown a high degree of enthusiasm and initiatives in his work. He is still young (35 years) dynamic and aggressive. He is result-oriented and is more interested in ends rather than means. One of the workers, testifying his leadership qualities, remarked thus : "Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it". Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required, 'he is always on his toes'.

During his 15 years tenure in the company, Mr. Rajnarayan has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Dutt, he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Rajnarayan became the head of his department.

- a) Analyze the leadership qualities and styles of Mr. Dutt and Mr. Rajnarayan.
  - b) Between the two people, whom would you recommend for the position of a marketing manager ? Why ?
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