

AQ-1331A

Ria called the team members and gave them a time frame within they had to work things out. She was very firm when she spoke to the team members. "I have communicated to you all about the problems your behavior is causing, but I hope you realised that the work has to be completed in the required time irrespective of how you get along." But even after another six months, Ria realised that the team was still not working well together, the productivity was inadequate and the moral was also low.

Ria thought. "I know I have to do something because it is affecting their work." After a lot of introspection, Ria decides that the best was of solving the problem was by simply dissolving the team and placing its members elsewhere rather than trying to determine who was right or wrong.

**Questions :**

- (i) What could be the key determinants involved in shaping Ria's personality ? 7
- (ii) If you are asked to select candidate for developing a team at Ria's office. What traits will you look out for in prospective employees ? Why ? 7

**M.B.A. Semester-I Examination**  
**ORGANIZATIONAL BEHAVIOUR AND**  
**EFFECTIVENESS**  
**Paper-MBA/105**

Time : Three Hours]

[Maximum Marks : 70

- Note :-** (1) ALL questions are compulsory.  
 (2) Figures to the right indicate marks.

**SECTION—A**

1. (a) What do you mean by organizational effectiveness ?  
 How do you measure and achieve organizational effectiveness ? 14

**OR**

- (b) Explain the term creativity and innovation, are they similar or differ from each other. Justify your opinion. 14

**SECTION—B**

2. (a) Explain the term 'Group'. Why usually people join the group ? 7
- (b) What are the uses of informal groups in an organizations ?  
 Do you think informal organizations are more influential than formal groups ? Take examples of groups of students in your college. 7

**OR**

### SECTION—D

- (c) What are the factors, which are mainly influencing intergroup behavior ? 7
- (d) Groups focuses on better performance and communication between their members, are more effective, them those at a distant place :  
Justify this statement. 7
3. (a) Explain the term organizational change. Also explain its process. 7
- (b) Employee resistance is a symptom, not a problem in the change process. What are some of the real problems that may underlie employee resistance ? Take for example the employees of Indian Navratna public companies. 7

### OR

- (c) Explain the Lewin's force field analysis to describe the dynamics of organizational change. 7
- (d) "People particularly, from India have tendency to resist for technology change rather they have fear to deal with this change." Justify this statement. 7

### SECTION—C

4. (a) Describe the major reasons for organizational politics. 7
- (b) Why is it important for top executives to value and support leadership demonstrated at all levels of the organization ? 7

### OR

- (c) What is empowerment ? Why is it important to empower the employee ? 7
- (d) Discuss conflict and its resolution among the group members in general. 7

5. Anju and Ria are two sisters and the daughter of Mr. O.P. Sharma and Meena Sharma. Mr. Sharma is a well known advocate, while Meena Sharma is a housewife. Right from childhood, the two sisters had shown different personality trait. Anju was introvert, quite, did not express much and was always involved in doing her own things. By contract Ria was a typical extravert – always speaking her mind, bubbling with enthusiasm, sociable and usually became the contra of attraction.

Ria after graduation did her MBA and placed in a MNC named XYZ. This company had a competitive culture which suited Ria's personality. Her former colleagues used to say "Ria was unafraid to speak her mind and always had on inner drive to seek greater responsibilities and promotions." Recognizing her talent, the company promoted her as a team facilitator, within one and half years and sent her to their Singapore branch, where 150 persons were employed. Within a few months in her new position. Ria realised that her immediate superior Rajesh's personality was very different from her former boss. Rajesh believed that situations determined behavior and in case of situational requirement would hire persons at random and then structure the situation accordingly. As a result, Ria noticed that members of one of her team were finding it difficult to work together. She realised that it was a classic case of personality conflict as they (team members) didn't like each other and this could prove to be disruptive.