

AS-753

**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 right indicate marks.

**SECTION—A**

1. (A) “Most behaviours are learned, some from the experience of the self and some from the experience of others.” Discuss this statement and explain it with the help of various theories of learning. 14

**OR**

- (B) Explain ‘Perception is more important than reality’. Discuss the factors that influence the interpretation and information in the perception process. 14

**SECTION—B**

2. (A) Discuss the impact of external conditions on the formation of group and its development process. 7
- (B) It is found that in Himi Ltd. the groups working on different jobs are not able to show the required output. It is observed that no one is taking care or bothering about other group member. You as a Manager, what steps will you take to increase the group cohesiveness in Himi Ltd ? 7

**OR**

- (C) Discuss the positive and negative consequences of group cohesiveness. 7
- (D) What parameter and criteria you would like to take into consideration to improve the group dynamics ? Why ? Discuss it in the context of a political party and its group in an assembly. 7

3. (A) How do people react to organizational change ? Discuss the method of overcoming resistance to change. 7
- (B) Mr. Ravi, a new CEO of Pooja Steels wants to have paperless work in the company. For this he wishes to employ latest technology in the company. The problem is that most of the employees are old and lacking in computer knowledge. As a Manager, how can you help Mr. Ravi to have this technological change without affecting career of existing employees. 7

**OR**

- (C) Discuss the process of organizational change. 7
- (D) A public sector company was acquired by a private group. The new owner employed the young people at different levels. Many old employees were given voluntary retirement. But still considerable number of old employees are working in the organisation. The employer wishes to improve the effectiveness of organisation by implementing some planned change. But old employees always resist the changes. As a change agent, how can you help the company to implement changes successfully ? 7

**SECTION—C**

- (A) Explain individual conflict and give source of individual conflict. 7
- (B) Discuss the strategies for acquisition of power in organisation. 7

**OR**

- (C) What is empowerment ? Describe the process of empowerment. 7
- (D) What are the factors that influence political behaviour ? Elaborate the political strategies and tactics prevalent in organisation. 7

**SECTION—D**

5. Mr. Kabir was working in an Admn. department as Officer (Admn.) He was responsible for keeping account of all vehicles of the company apart from other arrangement including the guest house of the company. Mr. Kabir has been working in the company from last six years in the same grade without promotions. He is honest towards his Job. Once the General Manager, Mr. Rakesh Gupta requested for the company car during office time for his personal work. Mr. Kabir refused it saying that it can not be given during office work as the work would suffer due to its duty to go to bank. Mr. Gupta became quite upset and asked

his boss Mr. Srivastav to give the car. Mr. Srivastav was too happy to oblige Mr. Gupta as he wanted one of his relatives to be employed as officer. Mr. Kabir for his disobedience and threatened to transfer him to Stores if he continued to show disrespect to senior officers. Kabir was also active member of the staff union. He immediately went to President (union) and informed him about the misuse of the company car for private purpose by G.M. at the cost of office work. It was decided that Kabir would send a note in writing to Mr. Srivastava asking him to approve sending the car to the house of Mr. Gupta.

Mr. Srivastava understood the consequences and refused to sign the approval. He lent his own car to Mr. Gupta

**Questions :**

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|---|---|
| (a) What power was being used by Mr. Kabir and Mr. Srivastav ?          | 7 |
| (b) What was the game Kabir played when Mr. Srivastav ordered the Car ? | 7 |

