

**I MBA - II Semester – Regular/Supplementary Examinations  
October 2020**

**ORGANIZATIONAL BEHAVIOUR**

Duration: 3 hours

Max. Marks: 60

**SECTION - A**

**1. Answer the following:**

**5 x 2 = 10 M**

- a) Brief the models of OB.
- b) Reinforcement.
- c) Brainstorming.
- d) Participative Change.
- e) Team Building.

**SECTION – B**

**Answer the following:**

**5 x 8 = 40 M**

2. a) Define Organisational Behaviour. What are the basic subjects which contributes to Organisational Behaviour.

(OR)

b) What are the challenges and parameters offering improved opportunities to OB experts.

3. a) Elaborate the Internal and External factors which influence on Perception.

(OR)

b) Discuss in detail the different theories of Learning.

4. a) Differentiate Formal and Informal groups in the organization.

(OR)

b) What are the differences between Autocratic, Democratic and Laissez fair styles of leadership?

5. a) Elucidate the process of Communication and its barriers.

(OR)

b) Explain the causes of Individual resistance to change.

6. a) Discuss the Stress Management Techniques at the work place in the organisation.

(OR)

b) List and discuss the various Organisational Development Interventions and Techniques in brief.

## **SECTION-C**

### **7. Case Study**

**1 x 10 = 10 M**

Pegasus Software is a leading software firm headed by Mr.Khanna which takes projects from clients for the development of customized software. The company employs two types of employees. The first type are regular employees who work on a

regular time basis 9 a.m. to 5 p.m. While the other categories are the casuals who work for the company on a job basis. The casuals form groups of 4 employees each in a team. There are a few teams of casual employees whose bosses report to the senior most management Mr.Khanna. The teams comprising 4 casuals per team interact, socially as they are friends groups. This present case refers to 4 friends: Rajiv Gupta, a project management expert, Rajendra Mehta and Amin Khan who are the software development experts and, Goel who is the financial management expert. The four of them coordinated very well and were able to provide excellent project management consultancy to the clients through Pegasus.

The team reported to their immediate boss Sunil Sharma. Sunil has a good grasp of the man hours needed for any project by the virtue of his experience. Owing to this he was able to reward the project management team quite rationally. The foursome of the team of Rajiv, Mehta, Amin and Goel were happy with their compensation. Likewise, Pegasus was making good money due to their skills. In spite of this, the team was desirous of improving their quality of life by having more leisure time away from work. While they were guessing how spare time could be achieved, the computer software expert Mehta disclosed to the team regarding a special trick discovered by him which could reduce the time of completing the project to almost half. He had invented unique software. When the team verified the new software and compared it with the one they were using in the past it was actually found more efficient.

In some future projects which were offered to them, they

presented the solutions to their immediate boss Sunil Sharma without disclosing the details. In times to come the team started expediting the work in almost half the time. This left more leisure to the foursome who now had more time for entertainment.

However, one fine morning something happened. Mehta, the architect of the research could not control himself and told some other persons outside the team about his intelligence. This message reached the top boss Mr.Khanna. He was quite disturbed and told the middle Manager and interrogates the team on this issue of reduced time of the software projects.

Sunil who was the immediate boss of the foursome had already some doubts about reduced time of completion of the software. But he never cared to find out why it was so?

**Questions:**

- i) Was the conduct of the group unethical? Is it just a group or team?
- ii) Was Sunil an ineffective group leader?