

[PART-B : Descriptive]

Time : 2 hrs. 40 min.

Marks : 50

[Answer question no.1 & any four (4) from the rest]

1. "Motivation theories can guide in analysing, understanding and directing organisational behaviour". In this context, explain a motivational theory that you would like to choose to study employee behaviour. 10
2. What is personality? Mention the prime determinants of personality? Describe the MBTI Test of Personality. 2+2+6 =10
3. According to you what necessary skills are required to be possessed by a manager in an organisation? Also mention the requisite role of managers in context to changing organisational demands. 5+5=10
4. "Transactional Analysis refers to the method of analysing and understanding inter-personal behaviour". In this context, explain the various ways of understanding the interactions. 10
5. Discuss the situational approach to leadership. Describe the various styles of leadership. Support your answer with suitable examples. 2+8=10
6. Distinguish between: 5+5=10
 - a. Group and Team
 - b. Blake and Mouton's Leadership Grid
7. "Leaders make a real difference in an organisation's performance." Build an argument in support and against this statement. 10
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MASTER of COMMERCE
SECOND SEMESTER
ORGANISATIONAL THEORY AND BEHAVIOUR
MCM-202

(Use separate answer scripts for Objective & Descriptive)

Duration : 3 hrs.

Full Marks : 70

[PART-A : Objective]

Time : 20 min.

Marks : 20

Choose the correct answer from the following:

1 × 20 = 20

1. Employee morale relates to:
 - a. Productivity
 - b. Attitude
 - c. Empathy
 - d. Skills
2. The authoritarian leadership style goes with
 - a. Theory Y
 - b. Theory A
 - c. Theory X
 - d. Theory Z
3. The intrinsic motivation theory is propounded by
 - a. A H Maslow
 - b. Frederick Herzberg
 - c. Victor Vroom
 - d. Ken Thomas
4. OB is concerned with the study of:
 - a. Individuals, groups and the organizational system
 - b. Individuals, groups and their institutions
 - c. Role and performances of organizations
 - d. Organization and its environment
5. OB was popularized by
 - a. F W Taylor
 - b. Keith Davis
 - c. Elton Mayo
 - d. David Cock
6. While guiding organization members in appropriate directions, a manager exhibits:
 - a. Co-ordination
 - b. Authoritarian behavior
 - c. Leadership behavior
 - d. Theory Y behaviour
7. Organizational effectiveness is:
 - a. Input-output ratio
 - b. Target achievement
 - c. Doing right things
 - d. Doing things right
8. OB can be contrasted with two other courses commonly offered in management as _____ and strategic management
 - a. Organizational development
 - b. Human resource management
 - c. Strategic management
 - d. Psychology

9. Organizational culture is mostly effected by:
- a. Technology
 - b. Employees
 - c. Top management
 - d. None of the above
10. Factors contributing to unethical behavior are:
- a. Poor leadership
 - b. Poor internal communication
 - c. Lack of management support
 - d. All of the above
11. Which of the practice will not create an ethical culture in an organization?
- a. Visible role models from an organization
 - b. Clear communication of ethical code of conduct
 - c. Acquaint with ethical training
 - d. Punishing whistle blowers
12. A resource is valuable when it is rare and _____:
- a. Complex
 - b. Simple
 - c. Inimitable
 - d. Transparent
13. The group to which a person would like to belong is:
- a. Primary group
 - b. Membership group
 - c. Reference group
 - d. None of the above
14. Group dynamics is a systematic study of:
- a. The forces operating outside the organisation
 - b. The forces operating within and outside the organisation
 - c. The forces operating within the group
 - d. None of the above
15. Groups created by managerial decision in order to accomplish stated goals of the organization are called:
- a. Formal groups
 - b. Informal groups
 - c. Task groups
 - d. Interest groups
16. Changes in population characteristics such as age, gender, race, marital status, income and education are examples of change:
- a. Cultural
 - b. Geographic
 - c. Demographic
 - d. Diversity
17. Emotional intelligence includes:
- a. Self awareness, self management and self motivation
 - b. Self awareness, self knowledge and self understanding
 - c. Knowledge, belief, culture and perception
 - d. All of the above
18. Transactional Analysis is related to:
- a. Learning
 - b. Attitudes
 - c. Perception
 - d. Personality

19. In _____ a person is perceived on the basis of a single trait.
- a. Halo effect
 - b. Hawthorne effect
 - c. Stereotyping
 - d. None of the above
20. Match the following:
- | <u>Contributors</u> | <u>Behabvioural models</u> |
|-------------------------|-----------------------------|
| A. Ivan Pavlov | i. social learning model |
| B. B F Skinner | ii. cognitive framework |
| C. Albert Bandura | iii. classical conditioning |
| D. Edwward Tolman | iv. operant conditioning |
| a. A B C D- iii i ii iv | b. A B C D- i ii iii iv |
| c. A B C D- iii iv i ii | d. A B C D-ii iii i iv |