

Total Pages—4

MBA/HIS/201/13

2013

MASTER OF BUSINESS ADMINISTRATION

[Second Semester Examination]

**ORGANISATIONAL BEHAVIOUR AND
MANAGEMENT OF CHANGE**

PAPER—MBA - 201

Full Marks : 100

Time : 3 hours

The figures in the right-hand margin indicate marks

*Candidates are required to give their answers in their
own words as far as practicable*

Illustrate the answers wherever necessary

**Write the answers to Questions of each Half in
separate books**

FIRST HALF

[Marks : 50]

(Turn Over)

(2)

1. Answer any *four* questions : 5 × 4

(a) Define Organisational Behaviour. What are the different types of variables in organisational behaviour? 2 + 3

(b) Explain Cognitive Dissonance Theory to describe the relationship between attitude and behavior. 5

(c) Define leadership. Distinguish between the characteristics of a leader and a manager. 5

(d) Explain in brief the Attribution theory of perception. 5

(e) What is delphi technique? What are its advantages? 5

(f) What is inter-personal conflict? What are its common sources? 5

2. Answer any *two* questions : 10 × 2

(a) Define Learning. Briefly explain the Classical Conditioning theory of learning. 2 + 8

(3)

- (b) What do you mean by Group Dynamics ?
How can you classify groups ? How is Group
Cohesiveness related to Productivity ? How
can the composition of group affect the
group decision making ? $2 + 4 + 2 + 2$
- (c) Differentiate between Herzberg's Two-
Factor theory and Maslow's Need Hierarchy
theory ? Which theory do you think is more
relevant to Indian employees ? $7 + 3$

[*Internal Assessment* : 10 Marks]

SECOND HALF

[*Marks* : 50]

3. Answer any *four* of the following : 5×4
- (a) Change is essential for every organisation-
illustrate with example.
- (b) As an efficient manager, how would you
manage the resistance to change which
comes from the employee's ?

(4) .

- (c) How is organisation wide change different from the subsystem change ?
 - (d) Mention the advantages of PSU Strategic Management.
 - (e) Explain with example various types of planning interventions in organization development.
 - (f) Distinguish between organisation change and organisation development.
4. Answer any *two* of the following : 10 × 2
- (a) What is stress ? Discuss with examples, in brief, various methods of managing stress.
 - (b) What is OD ? Discuss the different stages of organisational development process.
 - (c) Briefly discuss different types of OD interventions.

[*Internal Assessment* : 10 Marks].