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Total No. of Pages : 03

Total No. of Questions : 15

MBA / MBA(IB) (2012 & onwards) (Sem.–1)

ORGANIZATIONAL BEHAVIOUR

Subject Code : MBA-102

Paper ID : [C0102]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. **SECTION-A** contains **SIX** questions carrying **FIVE** marks each and students has to attempt any **FOUR** questions.
2. **SECTIONS-B** consists of **FOUR** Subsections : **Units-I, II, III & IV**. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **EIGHT** marks.

SECTION-A

1. Define organizational behavior
2. What do you understand by personality?
3. Explain the attribution theory of perception.
4. Differentiate between teams and groups
5. Discuss the various types of power structures in the organizations.
6. What is interorganizational conflict?

SECTION-B

UNIT-I

7. Explain the significance and contribution of various disciplines to the field of OB. Why do you think it is important to study individual behavior in the organizations, discuss its contribution in managerial effectiveness?
8. What is the role of learning theories in understanding and changing the individual behavior? How is classical conditioning different from operant conditioning in changing employee behavior in the organization?

UNIT-II

9. Define motivation. Compare and contrast the various contemporary theories from the early theories of motivation. Which ones do you think are more relevant in today's scenario?
10. What are the determinants of job satisfaction for an individual? Discuss with the help of various theories on job satisfaction.

UNIT-III

11. Outline the foundations of group behavior. Discuss the stages in the group formation process and the prerequisites for its success.
12. What do you understand by managing conflict in the organizations? What are the probable sources and techniques of combating conflicting situations? Outline the strategies of managing conflict.

UNIT-IV

13. What do you understand by organizational stress? What are the sources of stress and how can it can be managed at the individual and the organization level?
14. What do you understand by the term organization development? Outline the various OD interventions that can be employed to enhance organizational effectiveness level.

SECTION-C

15. Case Study :

Microsoft has one of the lowest employee turnover rates in the IT industry; however, there is room for improvement. Top talent is currently leaving Microsoft to pursue Internet start-ups or jumping ship to Google. The loss of these key employees represents a serious threat to the success of the company in the future. Recognizing this problem, Microsoft is actively identifying its top talent and developing ways to make jobs more attractive.

Employee engagement appears to be the buzz in corporate America/Studies show that employees who are engaged are more productive, profitable, and customer focused and less likely to leave the organization. According to Dr. Beverly Kaye, an expert on career issues in the workplace, what employees want is a relationship with their managers, so managers have to act more like coaches, not bosses. Some of the factors that always rank at the top with regard to what gets employees engaged and what they value in a job include career opportunities and development, great people to work with, and a great boss.

Microsoft is meeting the challenge of improving worker morale head on to retain its employees. My Microsoft is a program introduced by the company to provide some of the attractive amenities that other IT companies offer employees. This program will include a wide range of incentives focused on improving the working conditions and culture of the company, such as a set of lifestyle perks and a management development program.

Microsoft's new program is an initial step to improve the morale of employees, but only time will tell if this program is attractive enough to retain employees.

Questions :

1. What are the factors causing the brain drain at Microsoft? Explain.
2. Is Microsoft's organizational structure having an impact on its organizational commitment levels? Explain.