

March 2013

Master of Business Administration (MBA) Examination

I Semester

Organization Behaviour and Processes

Time 3 Hours]

[Max. Marks 80

Note : There are two Section A and B. Attempt any four question from Section A. Section B is compulsory.

Section A

1. Discuss the role of Personality, Attitude and Perceptions.
2. Differentiate between need and process theories of motivation. Comment on their relevance in today's context.
3. Describe the concept and types of groups operating within organizations and discuss how they develop.
4. (a) Define leadership and describe several key dimensions of leadership behaviour.
(b) Comment on Fiedler's Model of Leadership.
5. Discuss the types of conflict and suggest ways to manage the conflict.
6. Comment on any two of the following :
(a) Forces for Organizational Change.
(b) Sources of Work Stress.
(c) Relationship of Culture with O. B.
(d) Managerial Grid.

Section B

7. Read the case and answer the questions given below :
A particular business company has more than 100 field sales representatives who sell the industrial products. Sales of these products require close work with buyers to determine their product needs, so nearly all sales representatives are college graduates in scientific discipline. Other product lines of the company, such as consumer products, are sold by a separate sales group.
Recently, the firm established a new company wide control and report system using a larger computer. The system doubles the amount of time the industrial sales representatives spend filling out forms and

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supplying information that can be fed into the computer. They estimate that they now spend as much as two hours daily processing records, and they complain that they now have inadequate time for sales effort. A field sales manager commented, 'Morale has declined as a result of these new controls and reports. Sales is rewarding, gratifying profession that is based on individual effort. Sales representatives are happy when they are making sales, since this directly affects their income and self recognition. The more time they spend with the reports the less time they have to make sales. As a result they can see their income and recognition declining, and thus they find themselves resisting changes.'

Questions :

1. Comment on the sales manager's analysis.
2. What alternative approaches to this situation do you recommend ?
Give reasons.

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