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**M.B.A. (Part - I) (Semester - I) (CBCS) Examination,  
December - 2015  
ORGANISATIONAL BEHAVIOUR (Paper - VII)  
Sub. Code : 57110**

**Day and Date : Tuesday, 29 - 12 - 2015**

**Total Marks : 80**

**Time : 10.30 a.m. to 01.30 p.m.**

- Instructions :**
- 1) Q. No. 1 and Q. No. 5 are compulsory.
  - 2) Attempt any two questions from remaining.
  - 3) Figures to the right indicate full marks.

**Q1)** Analyse the case and answer the questions below. **[20]**

The Indian Arts Project had five full-time employees, and during busy times of the year, particularly the month before Deepawali, it hired as many as ten part-time workers to type, address envelopes, and send out mailings. Although each of the four full-timers had a title and a formal job description, an observer would have had trouble telling their positions apart. Apoorva, for instance, was the executive director, the head of the office, but she could be found typing or licking envelopes just as often as Sayali, who had been working for less than a year as office coordinator, the lowest position in the hierarchy.

Despite a constant sense of being a month behind, the office ran relatively smoothly. No outsider would have had a prayer of finding a mailing list or a budget in the office, but project employees knew where almost everything was, and after a quiet fall they did not mind having their small space packed with workers in the season. But a number of the sponsoring agencies on which the project relied began to grumble about the cost of the part-time workers, the pressure to make a radical change was on. Finally Sayali said, "we should get a computer."

But others said, 'a computer would eat the project's mailing list, destroying any chance of raising funds. It would send the wrong things to the wrong people, insulting them and convincing them that the project had become another faceless organization that did not care'. They swapped horror stories about computers that had charged them thousands of Rupees for purchases

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they had never made or had assigned the same seat to five people.

"We'll lose all control," Apporva complained. She saw some kind of office automation as inevitable, yet she kept thinking she would probably quit before it came about. She liked hand-addressing mailings to arts patrons whom she had met, and she felt sure that the recipients contributed more because they recognized her neat blue printing. She remembered the agonies of typing class in high school and believed she was too old to take on something new and bound to be much more confusing. Two other employees, with whom she had worked for a decade, called her after work to ask if the prospect of a computer in the office meant they should be looking for other jobs.

- a) Do you feel organization development is appropriate in this situation? Why?
- b) What kinds of resistance to change, the employees of the project have displayed?
- c) Design an action plan to implement the changes smoothly in this organisation

**Q2)** a) Discuss different approaches to the Organisational Behaviour. [10]

b) 'Behaviour is result of number of factors.' Comment. [10]

**Q3)** a) Explain any two disciplines contributing to OB. [10]

b) Describe any two theories of leadership in detail. [10]

**Q4)** a) What is motivation? Elaborate Maslow's Theory of Needs Hierarchy. [10]

b) Define organisational conflict and state methods for conflict resolution. [10]

**Q5)** Write short notes (Any Four) : [20]

- a) OB-A Global Approach.
- b) Organisational Change.
- c) Stress Management.
- d) Perception.
- e) Personality.
- f) Evolution of OB.

