

TILAK MAHARASHTRA VIDYAPEETH, PUNE
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)
EXAMINATION : JUNE - 2022
SEMESTER - IV

Sub. : Organisational Behaviour - II (BBA15- 415)

Date : 16/06/2022

Total Marks : 60

Time: 2.00pm to 4.30pm

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q. 1. Choose the most appropriate option. (05)

1. Leadership is _____ in nature.
 - a) Temporary
 - b) Periodical
 - c) Permanent
 - d) Yearly
2. This is not one of the leadership style.
 - a) Autocratic
 - b) Transactional
 - c) Democratic
 - d) Automatic
3. Who reports to whom and who is responsible for what is understood by
 - a) Organisational Structure
 - b) Leadership style
 - c) Teams
 - d) Managing
4. By joining a group, individuals can reduce the insecurity of
 - a) Standing alone
 - b) Fear to face the crowd
 - c) Fear of confrontation
 - d) All of the above
5. This is not a foundation of Organizational Behavior.
 - a) Holistic Approach
 - b) Caused Behavior
 - c) Individual differences
 - d) Discipline

Q. 2. State True / False (05)

1. People follow a leader voluntarily.
 - a) True
 - b) False
2. All managers are leaders, but all leaders are not managers.
 - a) True
 - b) False
3. The first stage of group development is called Storming.
 - a) True
 - b) False
4. A group of people who work independently towards some purpose is called an organization.
 - a) True
 - b) False
5. Problem Solving and Negotiation are the qualities of a leader.
 - a) True
 - b) False

Q. 3. Write Short notes on (Any Three) (15)

1. Foundations of OB
2. Groups
3. Qualities of a leader
4. Functional Organisation Structure
5. Features of conflict management

Q. 4. Answer in detail (Any Two) (20)

1. Why is it important to have a proper organizational Structure? Give its benefits.
2. Discuss all leadership styles in detail.
3. Give atleast 10 points of differentiation between a Leader and a Manager.

Q. 5. Case study (Any One) (15)

1. Kapoor hotel is a 3-star hotel providing lodging and boarding. It is a renowned hotel for its service. The business is good. Workers, numbering 87 in all, are happy because Mr. Kapoor takes care of them. There is no strike or work-stoppage for last several years. Mr. Kapoor is now 65 and a patient of diabetes and BP. Mr. Kapoor cannot attend day to day administration of the hotel. He then appointed a manager. The manager could not control the situation and there was discontent among workers. The workers approached Mr. Kapoor and requested him to look into. But Mr. Kapoor is aged and wants to dissociate from business activity. He then terminated the manager and sold the hotel to Vikram group of hotels. The new owner said he would not take old employees and recruit fresh employees. When the workers agitated, the new owner agreed to consider them if they apply and appear for interview and pass the test. The workers refused this and demanded that all workers must be taken over by the new owner. The workers staged a dharana (Strike) outside the hotel.

- i) What would be your advice to workers?
- ii) What would be your advice to new management?
- iii) Give a suitable title to the case and justify your title.

2. Mr. Suresh Negi and Ms. Neha Agarwal were working as a marketing executive in the HDFC Bank at Srinagar. Mr. Raghu is Manager-HR at the bank. Recently a scheme was launched by the bank for their employees that if they achieve an investment target of Rs 20 Lacs in two months they will get a promotion.

Suresh achieved the target by contacting more than 80 customers and convinced them to invest in various schemes of the bank in the stipulated time. On the other hand, Neha having contact with an industrialist Mr. Juyal, convinced him to invest in the proposed schemes of the bank. Mr Juyal agreed to the proposal and his company invested in the bank.

Raghu recommended promotion to Suresh for the higher post by evaluating his hard work. Neha was not considered for promotion. She was disappointed and presented her grievance to the chief executive, showing her dissatisfaction from the decision made by HR-Manager. She pointed out that there was no condition about the number of customers, but only the sum of investment will be counted. Hence she was also equally for the promotion to the higher post.

- i) If you were the HR Manager, who will you choose for promotion and why?
- ii) Give your suggestions for the chief executive to resolve the issue.
- iii) What was the problem with this incentive plan as per your opinion?
- iv) Explain the problem of promotion from organisation perspective.