

number of printed pages-3

1 SEM MCOM (CBCS) OTB 100 (N)

2019

(December)

COMMERCE

Paper : 10100

(Organization Theory & Behaviour)

Full Marks : 60

Time : Three hours

***The figures in the margin indicate
full marks for the questions.***

1. (a) What is Span of Management? What are the factors determining Span of Management? 4+8=12

Or

- (b) Make an appraisal of the System approach to Organisational Theory.

12

Contd.

2. (a) Elucidate the difference between delegation of authority and decentralisation with appropriate examples. 12

Or

- (b) Compare and contrast between Power and Authority in an organisation. 12

3. (a) How does group dynamics influence the behaviour of the members in an organisation? 12

Or

- (b) Define Perception. Explain the perceptual processes in an organisation. 12

4. (a) What is Motivation? Discuss the Vroom's Expectancy Model of Motivation. 4+8=12

Or

- (b) Why is management of change important? How do you counter the resistance to change in an organisation? $4+8=12$

Write short notes on: **(any two)** $6 \times 2 = 12$

- (a) Leadership styles
 - (b) Psychoanalytical theory of Personality
 - (c) Life positions
 - (d) Classical Conditioning and Operant Conditioning.
-

M.Com 1st Semester Examination 2020 (held in June, 2021)

Course Title: Organisation Theory and Behaviour

Course Number: 10100

Nature of the Course: Core course

Full Marks: 30

Time: One and Half Hour

Mode of Examination: Online (Open Book Examination)

Instruction to the candidate: The figures in the margin indicate full marks for the questions. Word limit for Question no 1 and 3 is 300 each and for Question no 2 is 150 each.

1. How Contingency approach is an effort to integrate all previous approaches? 10

or

What is the difference between Authority and Power? Discuss the essentials of an effective delegation of Authority.

2. Answer **any two** of the following: 5x2= 10
- a. Highlight various Leadership styles
 - b. Write a brief note on Ego States and Life Positions.
 - c. What are the reasons of Perception Distortion?
 - d. Discuss the various approaches for reducing resistance to change.
3. Imagine a situation in which you as a manager want to do a great job. But prevented by your boss from doing so. In such situation, taking clues from different motivational theories, how would you motivate yourself and also motivate your subordinates? 10

number of printed pages-3

1 SEM PG (CBCS) OTB 100

2021

(held in February/March, 2022)

COMMERCE

Paper : 10100

(Organisation Theory and Behaviour)

Full Marks : 60

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. (a) Critically examine the classical and neo-classical theories of management. 12

OR

- (b) What are the factors determining the span of management? How will you determine the span of management in a manufacturing organisation? 5+7=12

Contd.

2. (a) Define power. How is it different from authority? 4+8=12

OR

- (b) What do you understand by 'organisational behaviour'? Explain various determinants of organisational behaviour. 3+9=12

3. (a) What is perception? Illustrate the process of perception. 4+8=12

OR

- (b) Define group. How do group norms, status and size influence an individual's behaviour? 3+9=12

4. (a) Explain various styles of leadership. Also, assess various factors that influence leadership effectiveness. 5+7=12

OR

- (b) What are the causes of 'resistance to change'? Explain various approaches for reducing resistance to change. 6+6=12

Answer the following questions in brief :
 $4 \times 3 = 12$
(any two)

- (a) Outline the *four* types of organisation-based on function.
 - (b) Briefly state the process of delegation.
 - (c) What are the factors that affect the learning of an individual?
 - (d) What is the significance of motivation for an organisation?
-

total number of printed pages-3

1 SEM MCOM (CBCS) OTB 100

2022

(December)

COMMERCE

Paper : 10100

(Organisation Theory and Behaviour)

Full Marks : 60

Time : 3 hours

The figures in the margin indicate full marks for the questions.

1. a) What is organisational behaviour?
Discuss any two typologies of
organisation. 5+10=15

Or

- (b) Discuss how the modern theory is
better than the classical theory of
organisation. 15

Contd.

2. (a) What is authority? As a manager, how will you determine what authority and to what extent it should be delegated?

5+10=15

Or

- (b) Why do organisational structures differ from organisation to organisation? Explain *any five* types of organisational structures.

5+10=15

3. (a) What is perception? Explain the different factors that affect an individual's perception.

5+10=15

Or

- (b) What is personality? Discuss how the different determinants of personality are responsible for determining the behaviour of an individual.

5+10=15

2. (a) What is authority? As a manager, how will you determine what authority and to what extent it should be delegated?

5+10=15

Or

- (b) Why do organisational structures differ from organisation to organisation? Explain *any five* types of organisational structures.

5+10=15

3. (a) What is perception? Explain the different factors that affect an individual's perception.

5+10=15

Or

- (b) What is personality? Discuss how the different determinants of personality are responsible for determining the behaviour of an individual.

5+10=15

a manager, he
at authority and
be delegated

5+10=15

ictures differ
anisation?
anisation/

5+10=15

he

p=15

e

e

e

- (a) What are the factors that affect the morale of a person? Do you agree with the view that organisational rewards which motivate workers today will not motivate them 5 or 10 years from now. Give reasons for your answer. 6+9=15

Or

- (b) Are leadership and management different from each other? If so, how? Also, state the various factors responsible for determining leadership effectiveness. 5+10=15

June, 2021)
behaviour

examination)

full marks
on no 2 is 15
previous appro

ss the esse

change.

to a grea
ies from
ate you

Total number of printed pages-3

1 SEM MCOM (CBCS) OTB 100

2023

(December)

COMMERCE

Paper : 10100

(Organisation Theory and Behaviour)

Full Marks : 60

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. (a) What are the important features of classical theory of organisation? Examine critically the assumptions underlying the classical theory of organisation. 6+9=15

OR

- (b) What do you understand by the term 'span of control'? Explain the various factors that determine the span of control. 5+10=15

Contd.

2. (a) Distinguish between power and authority. Do you agree that power has a wider perspective than authority? Give reasons for your answer.

7+8=15

OR

- (b) What is delegation of authority? Do you consider delegation necessary for good management in a big organisation? If so, why? What should be done to ensure that delegation works successfully?

3+5+7=15

3. (a) What do you understand by the term 'learning'? Explain the classical conditioning theory of learning.

5+10=15

OR

- (b) Explain the concept of 'transactional analysis (TA)'. How does TA help predict the behaviour of people?

8+7=15

4. (a) Explain the various sources of people's resistance to change. As a manager, what strategies must be undertaken to reduce it?

7+8=15

OR
(b) Write short notes
(i) Two-factor
(ii) Leadership
(iii) Benefits of development

OR

(b) Write short notes on : $5 \times 3 = 15$

- (i) Two-factor theory of Motivation
 - (ii) Leadership styles
 - (iii) Benefits of organisational development
-

June, 2021)

behaviour

examination)

full marks for the
on no 2 is 150 each
vious approaches

is the essentials of

5.

change.

Total number of printed pages-3

1 SEM MCOM (CBCS) OTB 100

2024

(December)

COMMERCE

Paper : 10100

(Organisation Theory and Behaviour)

Full Marks : 60

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. (a) What is the basic theme of contingency approach to management? Explain the practical utility of adopting this approach. 9+6=15

Or

- (b) Discuss the advantages and disadvantages of a wide span of management compared to a narrow span of management. In what organisational contexts would each approach be more effective? 8+7=15

Contd.

2. (a) What are the determinants of organisation structure? Differentiate between mechanistic and organic structures. $9+6=15$

Or

- (b) What is power in organisational context? Discuss the different types of power that exist within organisations. Provide examples of how each type can influence team dynamics. $5+10=15$

3. (a) Discuss the *five* stages of group development identified by Tuckman. Evaluate the impact of conflict during storming stage on group dynamics and discuss strategies to effectively manage conflict to facilitate group development. $8+7=15$

Or

- (b) Why perception is the key factor in management? Explain the perceptual process. 15

4. (a) Non-financial incentives are as strong motivators as financial ones.—Critically examine this statement in the light of the need-priority model and the two-factor theory of motivation. 15

Or

(b) Write short notes on **any three** of the following: $5 \times 3 = 15$

- (i) Can organisations prevent resistance to change? If so, how?
- (ii) "No Leadership style is the best." Comment and explain.
- (iii) In what ways can autocratic leadership impact employee morale and motivation especially in the long term?
- (iv) What are the steps involved in the organisation development process?

1 June, 2021)

behaviour

examination)

full marks for the
on no 2 is 150 each.

vious approaches?

ss the essentials of

change.

o a great job. I
es from differ
ate your subor