

**2015**

**M. Com.**

**1st Semester Examination**

**ORGANISATIONAL THEORY AND BEHAVIOUR**

**PAPER — COM-101**

*Full Marks : 50*

*Time : 2 Hours*

*The figures in the right-hand margin indicate full marks.*

*Candidates are required to give their answers in their own words as far as practicable.*

*Illustrate the answers wherever necessary.*

**Unit—I**

[ Marks : 20 ]

1. Answer any *two* questions : 2×5

(a) Discuss in brief the Bureaucratic theory given by Max Weber.

*(Turn Over)*

- (b) Soft skills are more important for managers than hard skills while working in organizations. Give your views.
- (c) Explain the term 'decentralization'. What are the different forms of decentralization? 2+3
- (d) What are the points of differences between strategic and tactical decisions?

2. Answer any *one* of the following : 1×10

- (a) (i) Authority in a superior should be real and not nominal. In this regard, discuss the Acceptance theory of authority given by Chester Barnard.
- (ii) Explain the different steps in the organizing process.

6+4

- (b) (i) Planning premises set the base for planning decisions. In this regard, discuss the role of these premises.
- (ii) 'Span of control' decision impacts the organizational shape. Elaborate the statement.

- (iii) 'Bounded Rationality' approach of decision-making is a practical one in real-life situations. You are required to share your opinion in this regard.

3+3+4

### Unit—II

[ Marks : 20 ]

3. Answer any *two* questions : 2×5
- (a) Discuss the significance of knowledge in organizational Behaviour. 5
- (b) What is perception? What are mistakes people commit while judging another person? 1+4
- (c) What is the relation between cohesiveness and productivity? 5
- (d) Discuss the different techniques of group decision making. 5

4. Answer any *one* of the following : 1×10

(a) Define attitude with an illustration. What is learning?  
Discuss classical conditioning theory of learning.  
What lessons do we learn from the theory?

2+1+5+2

(b) What is conflict? Discuss different approaches to  
conflict. How can organizational conflict be resolved?

5+5

**[ Internal Assessment : 10 ]**

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