

**MBA – INFORMATION TECHNOLOGY  
MANAGEMENT (MBAITM)**

**Term-End Examination**

00264

**December, 2014**

**MBM-006 : ORGANIZATION BEHAVIOUR**

*Time : 3 hours*

*Maximum Marks : 100*

**Note :**

- (i) Section I is **compulsory**.
- (ii) In Section II, attempt any **five** questions.
- (iii) Assume suitable data wherever required.
- (iv) Draw suitable sketches wherever required.
- (v) *Italicized figures to the right indicate maximum marks.*

**SECTION I**

1. Read the case and answer the questions that follow :

Mr. Ahuja has been working as the Personnel Manager of a clothing company. He attended a management development program where considerable attention had been given to motivation and especially the theories of Maslow and Herzberg. Impressed by Maslow's clear hierarchy of needs and Herzberg's

hygiene-motivation theory, he felt that company could immediately make practical use of them. He liked the simplicity of these two approaches to motivation and feeling that the company's wage and salary levels were among the best in the industry, he was convinced that the company should concentrate on Herzberg's motivators.

As a result, Mr Ahuja was able to convince the Executive Committee of the company to embark on various programs of emphasizing recognition, advancement, greater personal responsibility, achievement, making work more challenging. After the various program emphasizing these factors had been in operation for a number of months, he was puzzled to find that the result were not as he had expected.

Clothing designers appeared to react enthusiastically to the programs, although some felt that these were a poor substitute for higher pay. Sales people took the position that they already had challenging jobs, that their sense of achievement was fulfilled by exceeding their sales quotas, that their recognition was in their commission cheques, and that all these new programs were a waste of time with them. Cutters, sewmasters, pressers and packagers had mixed feelings. Some responded to the recognition they got from five new programs. Others regarded it as a managerial ploy to get them to work harder without any increase in pay. Their union leader, agreeing with the latter group, openly criticized the program.

With reactions so variable, Mr. Ahuja came under considerable criticism by the

company's top officers, who believed that they had been taken in by the overzealous Personnel Manager.

**Questions :**

- (a) Comment on this case by referring to various motivational models. 10
- (b) Compare and contrast Maslow's and Herzberg's theories of motivation as they apply to this case. 10
- (c) To what extent and how is money an effective motivator ? 10

## SECTION II

2. Describe the concept of Organizational Behaviour. Explain the different models of Organizational Behaviour. 4+10
3. What is the impact of Cultural Diversity on Organizational Behaviour? 14
4. Describe the various factors affecting job satisfaction. 14
5. Discuss the various personality attributes influencing Organizational Behaviour. 14
6. What do you mean by Burn out ? Explain the symptoms and causes of Burn out. 7+7
7. "A democratic leader is one who gives the instructions only after consulting the group." Comment. Discuss the various styles of leadership. 14
8. Write short notes on any *two* of the following : 7+7
  - (a) Barriers of Communication
  - (b) Advantages of Grievance Handling Procedure
  - (c) Five-stage model of Group Development
  - (d) Different sources of Values