

**COMMONWEALTH EXECUTIVE
MBA/MPA PROGRAMME**

Term-End Examination

December, 2010

C-2 : MANAGEMENT IN ORGANISATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :**
- (i) *There are two Sections A and B.*
 - (ii) *Attempt any three questions from Section-A.
Each question carries 20 marks.*
 - (iii) *Section-B is compulsory and carries 40 marks.*
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SECTION - A

1. What is Perception and Attribution ? Why is understanding Perception and Attribution important for a manager in an organisational situation ? Explain with examples.
2. Explain rational decision making model, giving the seven steps it entails. Describe what is bounded rationality ?
3. Identify the nature and forms of leadership practices in organisations. Briefly describe what is transformational leadership ?

4. Define and discuss various sources of conflict. Briefly describe various approaches of managing conflict.
5. Write short notes on *any three* of the following :
 - (a) Groups in Organisations.
 - (b) Technology and Organisational Design.
 - (c) Sources and Management of Power.
 - (d) Organisation culture.
 - (e) Change management.

SECTION - B

6. Read the following case carefully and answer the questions given at the end.

Mr. Sanjay Tandon has been working as the Personnel Manager of Chickware Clothing Company which manufactured children's clothings and accessories. Last year, he attended a management development seminar, where considerable attention was given to motivation and especially the theories of Maslow and Herzberg. Impressed by *Maslow's Hierarchy of Needs* and Herzberg's Hygiene-Motivation Theory, he felt that the Company could immediately make practical use of them. Since 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.

The Executive Committee of the Company succeeded in starting programmes of *emphasizing recognition, advancement, greater personal responsibility, achievement, and making work more challenging*. After the various programmes emphasizing these factors had been in operation for a number of months, Mr. Sanjay was puzzled to find that the results were not as he had expected.

Clothing designers appeared to react enthusiastically to the programmes although some felt that these were a poor substitute for higher

pay. Sales people took the position that they already had a challenging job, 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 programmes were a waste of time with them. Cutters, seamsters, pressers and packagers had mixed feelings. Some responded to the recognition they got from the top management; 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 new motivational techniques. With reactions so variable, Mr. Sanjay came under considerable criticism by the company's top executives who believed they had been taken in by an overzealous Personnel Manager. On discussing the problem with the company's management consultant, Mr. Sanjay was advised that he had taken too simple a view of human motivation.

Questions :

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