

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7305

Roll No.

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**M.C.A.**

(SEM. I) ODD SEMESTER THEORY EXAMINATION  
2010-11

**ORGANIZATIONAL BEHAVIOUR**

Time : 3 Hours

Total Marks : 100

**Note :** The question paper contains *three* parts. All questions are compulsory. Marks are indicated against question.

**Part-I**

(20)

1. Factors affecting organization behaviour are :
  - (a) People
  - (b) Environment
  - (c) Technology
  - (d) All
2. In present context, challenges for OB are :
  - (a) Globalization
  - (b) Workforce Diversity
  - (c) Employee Expectation
  - (d) All of these
3. An OB is :
  - (a) A science
  - (b) An art
  - (c) A science as well as an art
  - (d) None

4. There are ..... **simple and universal** principles that explain OB :
- (a) Fourteen (b) **An Infinity** of  
(c) Absolutely no (d) **Few if any**
5. Hawthorne Experiments are related to the :
- (a) Classical Theory (b) **System Theory**  
(c) Scientific Management (d) Human relations Theory
6. Which one of the following can be used in shaping behaviour ?
- (a) Positive reinforcement (b) Reaction  
(c) Manipulation (d) Unionization
7. Extroverts are :
- (a) Shy & Quiet (b) Gregarious & sociable  
(c) Analytical (d) Self centered
8. Tendency to attribute one's own characteristics to other people is called :
- (a) First impression (b) Projection  
(c) Halo Effect (d) Stereotype
9. .... personality individuals are aggressive, always moving, walking & eating rapidly :
- (a) Type A (b) **Type B**  
(c) Type C (d) **None**

10. .... is a change in behaviour as a result of experience :
- (a) Learning (b) Perception  
(c) Personality (d) None
11. Which of the following theories was proposed by Douglas McGregor ?
- (a) Theory X & Theory Y (b) Two factor theory  
(c) ERG Theory (d) Expectancy theory
12. The traditional theory of motivation is the theory of :
- (a) Motivation-hygiene (b) Path-goal  
(c) Participation (d) Fear and punishment
13. The non financial incentives include all except :
- (a) Praise (b) Competitions  
(c) Money (d) Worker's participation
14. Johari Window was proposed by :
- (a) Joseph Luft (b) Harry Ingham  
(c) Both (d) None
15. Which of the following is not a part of group ?
- (a) Primary (b) Secondary  
(c) Teritary (d) Reference
16. Which of the following is not the base of power ?
- (a) Legitimate Power (b) Reward Power  
(c) Institutional Power (d) Expert Power

17. Power can be defined as .....
- (a) The ability to influence the behaviour of other
  - (b) Downward influence on one's followers
  - (c) Congruence between the goals of the leader and those being led
  - (d) The actualization of the dependency of others
18. Confronting situational strategies leads to :
- (a) Win-Win situation
  - (b) Win-lose situation
  - (c) Lose-win situation
  - (d) Lose-lose situation
19. All except one is a method of identification of grievances :
- (a) Exit interview
  - (b) Suggestion Box System
  - (c) Opinion survey
  - (d) Closed door policy
20. Theory that describes that "Leaders are born not made" is called :
- (a) Trait Theory
  - (b) Greatman Theory
  - (c) Attribution Theory
  - (d) Recent Theory

**Part-II**

**(30)**

Mr. Rajeev Batra has been working as the personnel manager of Chickware Garments Company which manufactures children's clothings and accessories. Last year, he attended a management development seminar, where considerable attention was given to motivation 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. Rajeev 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 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 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 whereas 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 new motivational techniques. With reaction so variable, Mr. Rajeev came under considerable criticism by the company's top executives who believed that they had been taken in by the overzealous personnel manager.

On discussing the problem with the company's management consultant, Mr. Rajeev was advised that he had taken too simple a view of human motivation.

**Questions :**

1. Comment on this case by referring to various motivational models.
2. Compare and contrast the Maslow's and Herzberg's theories of motivation as they apply to this case.
3. To what extent, and how, is money an effective motivator ?

**Part-III**

**(12.5×4)**

1. How does the study of OB help to meet the future challenges ?

**OR**

Explain the significance of understanding OB for managers.

2. "Reinforcement theory of learning is at the root of behaviour modification". Examine the statement.

**OR**

Discuss the different theories of personality.

3. Write short notes on (Any 3):

- (a) Fiedler's contingency Model
- (b) Path Goal Theory
- (c) Maslow's need hierarchy Theory
- (d) Herzberg Two factor Theory

**OR**

What is group dynamics ? Its characteristics ? Discuss the stages of group/Team development.

4. What is Organizational Change ? Explain the process of organizational change. Why people resistance to change ?

**OR**

Define Grievance. Explain grievance-handling procedure in an organization.