Roll No ___________ **Examination May-2014** Total no of page-3

MBA-102
Organisational Behaviour

Paper ID- C0102

TIMES : 03 HOURS **MM: 60**

NOTE: PART-A CONTAINS 6 SUB-QUESTIONS OF 5 MARKS EACH, OUT OF WHICH THE CANDIDATES ARE REQUIRED TO ATTEMPT ANY 4 QUESTIONS. PART-B CONTAINS 8 FULL LENGTH QUESTIONS OF 08 MARKS EACH, OUT OF WHICH THE CANDIDATES ARE REQUIRED TO ATTEMPT ANY 4 QUESTIONS, SELECTING ATLEAST ONE QUESTION FROM EACH UNIT.

Q1. **Part-A** 4X5=20

1. What is Perception?
2. What is Herzberg Theory?
3. Discuss the principles of learning.
4. Discuss the techniques for measuring the attitude.
5. Discuss dysfunctional aspects of conflict.
6. Distinguish between Group and Team?

Part-B

4X8=32

Section-1

7. What do you understand by Organisational Behavior? Discuss the challenges and opportunities for OB.

8. Write brief note on the following:
   a) Nature of People
   b) Economic factors influencing individual Behaviour.

Section-2

9. Explain Maslow's hierarchy of human needs. What is the significance of Maslow's Theory of motivation?

10. Discuss how a leader is able to influence his followers and followers influence their leader.

Section-3

11. Define group decision making. Discuss the various techniques of group decision making.

12. Discuss various types of organizational conflicts. Distinguish between intra-individual and inter-individual conflict.

Section 4

13. Define organization culture and also explain the main characteristics and components of culture.
14. What do you understand by the stress? Discuss the various potential sources of stress.

Part-C 8Marks

Q15. **The Case study of 8 marks is compulsory**

When Ian Steele became head of Deloitte's Glasgow office, he set out to discover what people liked and did not like about working there. He realized that people remember how you make them feel, so he decided to focus on people and emphasize training and development. The results have been very positive, as 80% of employees say that their position in Deloitte is good for personal growth, and 82% say their experience is good for their future. 73% find their work stimulating and 72% report that they are excited about the company's future. 73% find their work stimulating and 72% are excited about Deloitte's future.

Ian Steele is a reflection of the excellent leadership at Deloitte UK, which has earned an 80% approval rating from employees. Their confidence in senior management is also reflected in a survey that showed 69% of employees were not just motivated, but inspired, by Deloitte UK's senior partner and chief executive John Connolly. When Deloitte's UK operations hit nearly $4 billion in revenues, everyone received about a $2,000 bonus, a bottle of champagne at Christmas, and an extra day off. Those were the good time. How about the hard times?[1]

During difficult times, Deloitte needs to look at meeting different kinds of employee needs. At the onset of the global recession in late 2008, Connolly actively provided regular voicemail updates on how the company was dealing with the crisis, another sign of excellent leadership. A recession is an opportune time for a company to explore creative ways to manage and lead people. Deloitte experimented with reduced hours, unpaid furloughs, and lateral career moves. Crises are times in which to seek out new opportunities while being attentive to the dangers and pitfalls that are most often the focus. Going up the career ladder in hard times may be difficult, even impossible, but does this mean work becomes a dead end?

People's needs change as their circumstances and life demands change. Therefore, Deloitte implemented a Mass Career Customization (MCC) program as a way to motivate talented women and men to remain in the workforce. Rather than being stuck with the pressure of a career ladder, Deloitte employees may move up, down, or across what is a career lattice, depending on their life goals. The MCC concept worked wonders for Deloitte tax accountant Chris Keehn, who was frustrated by the very long hours that cut into time with his four-year-old daughter. With support of his senior manager and two of Deloitte's partners, Keehn shifted gears and began telecommuting four days each week. Career customization is especially good in meeting the needs of millennials who want more work-life balance, young parents like Keehn who want more time with children, and boomers who are easing into retirement.

The key to the success of MCC arrangements is a win-win outcome of positive social exchanges. At the center of the concept is the employee's life goal(s). What do you want most? The answer to that question is the key to Deloitte's MCC program, as each employee's lattice is nailed together by twice-a-year evaluations that consider career targets and larger life goals. Answering that question is a key to the Deloitte program, and shows how the firm focuses on and appreciates its people.

Discussion Questions:

(i) As an employee, what type of motivational method would you prefer – financial incentives, job flexibility, training and development, or something else? Why?

(ii) Because of the recession, Deloitte (and other companies) may not be able to offer significant financial incentives to motivate employees. What kind of non-financial incentives could it offer in order to attract new talent, and to prevent current staff from defecting?

(iii) How could Deloitte use the idea of eustress to motivate employees?

End