

5076

8

(b) Vroom expectancy theory

(c) Organisational change

(200)

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 5076

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Unique Paper Code : 2924000002 /2924000016

Name of the Paper : Fundamentals of Organizational
Behaviour (GE)

Name of the Course : **Bachelor in Management
Studies**

Semester : IV/VI

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll. No. on the top immediately on receipt of this question paper.
2. Question No. 1 is mandatory.
3. Attempt any 4 questions from Question No. 2 to Question No. 6.

P.T.O.

1. GW Technologies is a mid-sized software development firm specializing in green energy solutions. The company has three key departments-Development, Marketing, and Client Relations with each led by distinct managers. Each manager exhibits a different leadership style, reflecting various leadership theories. GW's CEO is considering a new project that will require collaboration between all three departments and is observing how each manager's leadership approach could impact the project's success.

Leadership Profiles:

- **Sarah Patel:** Sarah Patel, the Head of Development, is well-known for her charismatic personality and confidence. Colleagues describe her as highly determined, self-disciplined, and reliable. She demonstrates a high level of emotional

4. (a) How can understanding Organizational Behaviour (OB) help a manager improve team dynamics and address issues related to workforce diversity? (9)

(b) How different factors influence an employee's personality and behaviour on the job? How should managers consider these factors in team management? (9)
5. (a) Critically analyze the strengths and limitations of classical and operant learning theories. (9)

(b) What are the different sources of power? Discuss the tactics to gain power in organizations. (9)
6. Write short notes on any two of the following: (9×2=18)

(a) Reinforcement theory

- (b) Analyze the strengths and limitations of these leadership styles on the leader's success. (9)
2. (a) Explain Herzberg's two-factor theory of motivation. Also, compare it with Maslow's need hierarchy theory. (9)
- (b) Explain the different ways to increase the size of the open area by using the Johari Window model. (9)
3. (a) Explain various stages of conflict. Why is it important to stimulate conflict in organisations and discuss the ways of stimulating it? (9)
- (b) How can managers minimize the effects of perceptual errors to improve accuracy in judgement? (9)

intelligence, showing empathy toward team members while also maintaining a strong drive to achieve goals. Sarah is often considered a "natural leader," and her team respects her due to her integrity, persistence, and ability to make quick, well-informed decisions.

- **Mark Liu:** Mark Liu, the Marketing Manager, has a distinctive approach to leadership. Mark is very supportive and approachable, frequently engaging in one-on-one sessions with team members to discuss their professional development and personal well-being. He's also highly focused on achieving goals, consistently setting clear, structured targets for his team. His approach to leadership provides a balance between nurturing his team and driving performance. However, when team members are not self-motivated, this dual focus sometimes leads to tension, as they may

feel that Mark's high expectations conflict with his people-centered approach.

- **Priya Desai:** Priya Desai, the head of Client Relations, representing high concern for both people and production. Priya values open communication and always encourages her team to voice their ideas and opinions, creating an inclusive environment where team members feel valued. Priya's goal is to achieve a productive, cohesive team dynamic that can handle the diverse demands of client relations. Her leadership is collaborative, and she actively works to address any interpersonal conflicts. Her high involvement can sometimes lead to slower decision-making, especially in high-pressure situations where immediate responses are required.
- **David Chen:** David Chen, a senior project manager, often leads interdepartmental projects.

He adapts his style depending on the team's readiness and the project's urgency. When working with experienced team members, he adopts a more delegative approach, allowing team members to exercise autonomy. However, for newer employees or during critical phases, he takes a directive role, providing clear instructions and close supervision. David's adaptability ensures that each team member receives the guidance they need. However, this flexible approach can sometimes cause confusion if team members are unsure of his expectations due to his varying leadership style.

1. (a) Identify the leadership style of each manager. In your opinion, which of these leader be effective in managing a project that requires creativity and innovation. (9)