

3. What is perception in the context of Organisational Behaviour? What are the common perceptual errors or distortions in OB? How do errors in perception influence managerial decisions? (18)
4. Critically evaluate Maslow's and Herzberg's theories of motivation, drawing comparisons and contrasts through relevant workplace examples. (18)
5. (a) Your organization is undergoing digital transformation, but many employees resist the change. How would you apply change management strategies to overcome this resistance? (9)
- (b) Discuss the relevance of Trait Theory in understanding leadership, including both its contributions and criticisms." (9)
6. Write short notes on any **two** of the following : (9×2)
- (a) Concept of Reinforcement
- (b) Transactional Analysis
- (c) Types of Conflicts

(200)

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 5343

J

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.
-
1. Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to

P.T.O.

families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months. Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff. Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much. The managers are

sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available. As staff 'become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

- (a) How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting? (9)
- (b) What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills? (9)

- 2. Compare and contrast Classical and Operant Conditioning with suitable organisational examples.

(18)

P.T.O.