

[This question paper contains 2 printed pages.]

Roll No. _____

Serial No. of Question paper:

Unique Paper Code: 2922062303

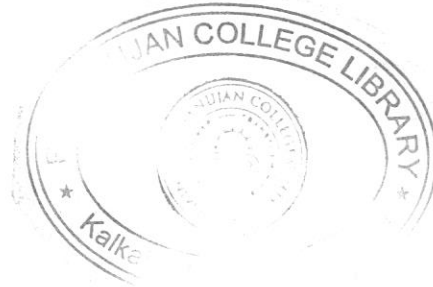
Name of the Course: BMS (NEP UGCF 2022)

Name of the Paper: Organisational Behavior

Semester: III

Duration: 3 hours

Max Marks: 90



Instructions:

Attempt **Five** questions in **ALL**

Quest 1) Rajiv is a seasoned manager at MetroBuild Projects, known for his structured approach and high control orientation. However, when transferred to a newly formed creative team of architects, he struggles to motivate them using his usual task-focused style. In contrast, another manager, Priya, adapts her approach easily — offering guidance when needed but empowering her experienced engineers to make key decisions independently.

Question:

- Using Fiedler's Contingency Model, analyse why Rajiv's leadership style may or may not be effective in this new context. *(9 marks)*
- Apply the Hersey-Blanchard Situational Leadership Model to evaluate Priya's leadership effectiveness and identify which leadership style she is likely using. *(9 marks)*

Quest 2) Write short notes on **any three** of the following: *(3*6 marks)*

- Explain how managers apply legitimate, expert, and referent power in organisational decision-making.
- Apply the PAC model to identify ego states in a workplace communication example.
- Suggest practical interventions organisations can implement to reduce employee stress.
- Explain why Emotional Intelligence is critical for conflict resolution and leadership effectiveness.

Quest 3) Ananya and Rohan recently joined a start-up that develops mobile applications. Both are equally skilled but very different in their working styles. Ananya is highly organized, prefers detailed planning before starting any project, and often makes lists of tasks to ensure nothing is missed. She enjoys working in structured environments and feels anxious when things are uncertain. Rohan, on the other hand, is spontaneous, enjoys brainstorming, and often comes up with creative solutions on the spot. He dislikes rigid schedules and believes flexibility allows for better innovation. During their first team project, Ananya became frustrated when Rohan kept changing ideas mid-way. Rohan, in turn, felt

- “What’s the point of working so hard if others get the same or more for less effort?”
- “The whole system feels rigged — there’s no transparency.”
- “Recognition is random; we never know what’s expected anymore.”

Meanwhile, a few employees who had been recognised with small symbolic rewards (certificates, shout-outs in company meetings) expressed continued motivation despite receiving lower monetary benefits.

The HR Head, Neha, now faces the dual challenge of understanding why the incentive scheme backfired and how to redesign the reward system to restore trust and motivation.

Questions:

- Apply Vroom’s Expectancy Theory to analyse why motivation levels declined after the bonus distribution. *(9 marks)*
- Using Herzberg’s Two-Factor Theory, identify which factors acted as hygiene and motivator elements in this situation. Explain why salary and bonuses alone failed to sustain employee motivation and what additional factors could enhance it. *(9 marks)*

Quest 6) a) In a project review meeting, Arjun (Manager) tells Rhea (Team Lead), “You must be more careful next time.” Rhea replies, “You’re always blaming me, even when it’s not my fault!” The discussion escalates, creating tension between them.

Using Transactional Analysis, identify the transaction exhibited by Arjun and Rhea. Suggest strategies to ensure productive transactions in future interactions. *(9 marks)*

- The senior strategy team at GlobalX Consulting unanimously approves a client proposal without much discussion. Later, it’s found that critical compliance issues were overlooked. Some members admit they had concerns but didn’t raise them to “keep the harmony.”

Analyse the causes of the team’s poor decision-making. Identify symptoms of groupthink visible in the situation. Recommend methods to encourage constructive dissent and critical evaluation in group decisions. *(9 marks)*