

an Indian, have similar performance appraisals. However, she prefers the Japanese as she feels they are in general hard-working, quality conscious and industrious.

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 637

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Unique Paper Code : 2922062303

Name of the Paper : Organisational Behavior

Name of the Course : BMS

Semester : III

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. Attempt **ALL** questions.



1. (a) "Motivation is described as the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining an organizational goal. Various researchers have

formulated theories to establish the process of motivation at workplace. In the light of the above statement explain how Herzberg's two factor theory is different from Equity theory? Evaluate the applicability of these theories in today's time? (8)

- (b) In the fast-changing business environment, the contemporary organizations must learn to be more adaptable and flexible for successfully facing the environmental challenges. Most of the organizational changes are implemented in a planned manner for realizing the specific objectives or goals. However, organizations face lot of resistance from employees even if its planned change. What are the various strategies you adopt to implement the change successfully? (7)

leads a team of 8 employees. Amit calls for a meeting on the first day of joining in the new position and reassigns targets. The employees feel the targets are unachievable and try to reason with Amit. However, Amit tells them to start challenging themselves and stretching more just as he does.

- (b) As part of the recruitment process, applicants were required to make a presentation on a strategic plan. Mahesh, the interviewer, was convinced beyond doubt that Aniruddh should be appointed as he spoke English fluently and had very good communication skills.
- (c) Anisha the project lead has been asked to pick her team for the new project. She has already decided on 4 team members and is left to choose one more. Both the contenders- a Japanese and

(b) Transactional analysis is a psychoanalytic theory and method of therapy. It was developed by psychiatrist Eric Berne. Explain in detail how the understanding of transactional analysis helps improve social interactions in the workplace? (7)

6. While observing others in our day-to-day life, people tend to commit errors due to faulty perceptual process and make a wrong decision. Identify the errors in the following situations and suggest the problems that can result from the same. (3×5)

(a) Amit has been working as an Assistant Manager, in the organization for the past 3 years. He has worked on projects and delivered the result. He loves to work on jobs that are challenging. Recognizing his contribution, the management has promoted him to the position of Manager. He now

2. Contingency theories of leadership propose that effective leadership depends on various situational factors. With reference to at least two prominent contingency theories of leadership, explain the key principles of each theory and their approaches to leadership effectiveness in different situations. Provide examples of how these theories can be applied in real-world organizational settings, and discuss the potential challenges leaders may face when implementing these theories. (15)

3. Space Shuttle Challenger Disaster

Background: The Space Shuttle Challenger disaster in 1986 is a classic case study illustrating groupthink and groupshift in a high-stakes decision-making process. During the Challenger launch, engineers at NASA expressed concerns about the O-rings' vulnerability to cold weather. However, a culture

of optimism and pressure to meet launch schedules led to groupthink. Key individuals, fearing dissent, downplayed the risks and chose to proceed with the launch.

Within NASA, as group members discussed the potential risks, there was a shift toward more extreme views. Initially, engineers were concerned about the O-rings but, during group discussions, they collectively became more willing to take risks and launch. The group polarization intensified their commitment to proceed.

The result was the Challenger disaster, with catastrophic consequences. The O-rings failed in cold temperatures, leading to the shuttle's explosion, and the loss of seven astronauts' lives.

Identify and explain the influences/concepts on group decision-making with reference to the above case.

Discuss the consequences of these phenomena and propose strategies to mitigate their negative effects. (15)

4. Explain the following (Choose any **THREE**) (3×5)
 - (a) Sources of power
 - (b) Big Five Theory of Personality
 - (c) Conflict Management Styles
 - (d) Emotional Intelligence

5. (a) The work from home culture has led to an extreme burn-out and plenty of other mental health issues among the employees. Imagine you are the HR manager of your company and list out different ways to manage the stress and wellbeing of employees. (8)