

6. In the context of organisational behaviour, analyse the various sources, types, and stages of conflict that can arise within a workplace. Discuss how these conflicts can manifest and impact team dynamics.
(8+7)

7. Write short notes on any two the following: (7.5*2=15)

- (a) Ohio and Michigan state studies
(b) Work stress management
(c) Big Five Theory of Personality

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1764 I

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Name of the Paper : Organizational Behaviour

Name of the Course : **Bachelors in Management Studies (UGCF)**

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 **any six** questions in all.

1. Reema, a supervisor at a manufacturing company, notices that one of her team members, Akash, frequently makes errors while operating a complex machine. Although Akash has received formal training,

he still struggles with certain aspects of the task. Reema decides to implement a new learning approach to help Akash improve his performance.

First, Reema introduces a reward system: every time Akash completes the task without errors, he receives positive feedback and recognition in front of the team. Over time, Akash begins to make fewer mistakes. Reema also pairs Akash with an experienced colleague, Gaurav, so he can observe how he operates the machine. Gaurav provides guidance and answers Akash's questions during their sessions.

(a) Identify and explain the different learning theories

Reema is applying to improve Akash's performance. (8)

(b) Discuss how reinforcement is used to shape Akash's behaviour. What are cons of the reinforcement applied by Reema? (7)

have observed that new groups go through a few stages before they achieve maximum performance.

Discuss these stages with the help of examples. (7)

5. Change is inevitable in today's dynamic business environment. Organizations must continuously adapt to evolving market conditions. However, introducing change often encounters resistance from employees and disrupts the status quo. Resistance to change can take various forms; understanding the reasons behind resistance and employing effective strategies to manage it is critical for the success of any transformation initiative.

(a) Discuss psychological, structural, and organizational factors that may contribute to resistance. (8)

(b) How can management effectively address and manage resistance to change with the help of Lewin's Change Management Model? (7)

- (a) Apply Adam's Equity Theory and Vroom's Expectancy Theory to explain the sentiment of the team members. (8)
- (b) How can Sarah leverage insights from the two theories to create a more motivating work environment? (7)
4. (a) 'A supportive-democratic leader promotes job satisfaction among his group members.' Comment. Hershey Blanchard's Situational Model is based on limited number of variables, but these variables are quite significant. Explain how this model can be used in organizations today with the help of an example. (8)
- (b) What do you understand by the term Group Dynamics? Organizational experts and practitioners

2. Pooja is a manager at a financial services firm. One of her team members, Raghav, has recently submitted an important financial report with several critical errors. This is the second time in the past few months that Raghav has made mistakes in his reports. Pooja is trying to determine the cause of Raghav's poor performance and whether it's a result of his personal ability or external factors.

To make this judgment, Pooja considers the following information:

- Pooja recalls that Raghav typically performs well in other areas, such as client presentations and team meetings, but his performance has been inconsistent when it comes to detailed reporting tasks.
- Pooja also notices that other team members who worked on similar reports have not made the same

errors. In fact, their reports have been mostly error-free, suggesting that Raghav's mistakes might be unique.

- Looking back at Raghav's past performance, Pooja finds that Raghav has made mistakes on other financial reports in the past, not just on this recent one. His performance on reporting tasks has been inconsistent over time.

(a) Based on the information, what final attribution is Pooja likely to make about the cause of Raghav's poor performance? Justify your reasoning using the Attribution Theory framework. (8)

(b) Discuss how Pooja's attribution decision could impact her future management of Raghav. How can understanding these attribution principles help managers make better decisions when evaluating employee performance? (7)

3. Sarah is the head of a marketing department at a growing tech company. Recently, she has noticed that her team's morale and productivity have declined, especially after the company implemented a new performance evaluation system that ties bonuses and promotions to specific metrics. Several team members have expressed frustration about their workloads and the new system, which they feel does not accurately reflect their efforts.

Employee feedback has revealed that team members have reported feeling undervalued and are concerned that their contributions are not recognized adequately. They also feel that the new performance metrics focus too heavily on quantitative results while ignoring qualitative efforts. The new system promises bonuses for high performers, but several employees doubt their ability to meet the targets set by the metrics. The team consists of diverse individuals with varying levels of experience and expertise, leading to different perceptions of fairness and motivation.