

3. (a) Briefly explain Maslow's theory of motivation. Relate it to Herzberg's two-factor model theory of motivation. (9)
- (b) Explain how mutual understanding can be increased among co-workers by using the Johari Window model. Explain how transactional analysis can be used in resolving conflicts. (9)
4. Discuss expectancy theory. Explain the variables in expectancy theory with an example. (18)
5. Explain the steps involved in the conflict process. Distinguish between functional conflict and dysfunctional conflict. (18)
6. Write Short notes on any **three** of the following : (6×3=18)
- Managing resistance to change
  - Stages of group development
  - Sources of Power
  - Negative and positive reinforcement
  - Difference between Operant and Classical Conditioning

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1244 D

Unique Paper Code : 2924001002

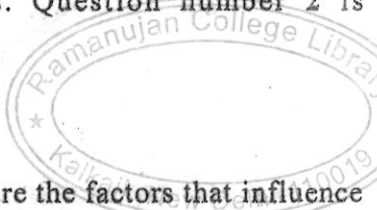
Name of the Paper : Fundamentals of Organisation Behavior

Name of the Course : BBA (FIA)

Semester : I

Duration : 3 Hours Maximum Marks : 90

**Instructions for Candidates**

- Write your Roll No. on the top immediately on receipt of this question paper.
  - Attempt five questions. Question number 2 is compulsory.
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- Define Perception. What are the factors that influence perceptions? Describe errors in perceptions that individuals frequently make in judging others. (18)
  - Arti had inherited the family business three years ago when her father, Rajesh Batra passed away unexpectedly. Rajesh had treated his employees like part of his family. In Arti's view, however, he paid

them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Arti took over, she vowed to change how things were done.

From the day Arti took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time. She also decided to shut down the company softball field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion.

Arti also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner—her. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Arti changed a number of operational procedures. In particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment.

All in all, Arti thought, things should be going much better. Output should be up and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits.

But that was not happening. Whenever Arti walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher than before but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially and training costs had gone up as a result.

Suddenly, Arti knew just what to do: She would announce that all employees who failed to increase their productivity by 10 percent would suffer an equal pay cut. She sighed in relief, feeling confident that she had finally figured out the answer.

#### Questions

(6×3=18)

- (i) How successful do you think Arti Batra's new plan will be?
- (ii) Explain Rajesh and Arti's managerial style on the Managerial Grid.
- (iii) If you were Arti's consultant, what would you advise her to do?