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Your Roll No.....

Sr. No. of Question Paper : 7511

Unique Paper Code : 12481502

Name of the Paper : Organization Behaviour

Name of the Course : **B.A. (Hons.) Business
Economics, 2023 (LOCF)**

Semester : V

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. **Question no. 1** is compulsory.
3. Attempt **any four** from the remaining questions.

1. Case Study

Jennifer is the director of an NGO that aids children and families. She focuses on evaluating the skill building programmes, the agency provides to families. She

P.T.O.



reports directly to the agency leadership. The agency has been cautious in hiring this year because of increased competition for grant funding. However, they have suffered high staff turnover. Two directors, three research staff and one staff person from the finance department have left.

Jennifer 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: Phoebe has a specific background in research. She manages staff who provide research support to another department that delivers health services to youth. Phoebe supports her staff and is very organised; however, she often takes a very black and white view of issues. Upper-level leadership values Phoebe's latest research on therapeutic division's services. Phoebe is very motivated and driven and expects the same from her staff.

Manager 2: Monica 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 organised and has a wealth of experience in evaluation of family services. Monica is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Jennifer "Glass half-empty" conversation style leaves them feeling dejected. In addition, Jennifer has not shared budgets with her managers, so they are having difficulty appropriately locating work to staff. Jennifer said she has not received sufficient information from the finance department to complete the budgets. The finance department claims, they have sent her all the available information.

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As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

- (a) How can Jennifer most effectively use both management and leadership skills in her role as a director? What contribution do you think would work best in this setting? (5)
- (b) What advice would you give Jennifer for improving her leadership skills and to the managers in improving their management skills? (5)
- (c) Which leadership style do you think a leader would need to be effective in this situation? (5)
2. Write a detailed note on theories of learning? Explain how reinforcement may be used as a managerial tool for enhanced learning. (15)

3. 'Resistance to change' can be one of the puzzling problems a manager faces because it may take several forms. State various reasons for resisting change in an organisational context. What strategies can a manager employ to overcome resistance to change? (15)
4. Which motivation theory according to you, best describes the behaviour of people at work in India. Give reasons in support of your answers. (15)
5. What do you mean by the term personality? Explain the Big five Personality model in Detail (15)
6. (a) Differentiate between Virtual and Boundaryless organisations. (10)
- (b) Explain the 5-stage model of group development? (5)

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7. Write short notes on any three:

(a) Components of Attitude

~~(b)~~ Disciplines contributing to Organisational Behaviour

~~(c)~~ Social Loafing

(d) Organisational Power and Politics (5 × 3 = 15)