

**Sr. No. of Question Paper** :1801 F-3  
**Unique Paper Code** : 1091102  
**Name of the Paper** : **Organizational Behaviour**  
**Name of the Course** : **Bachelor of Management Studies**  
**Semester** : I  
**Duration** : 3 hours  
**Maximum Marks** : 75 Marks

**Instructions for candidates:**

**Attempt five questions in all. Question No. 7 (Case Study) is compulsory. All questions equal marks.**

1. Why learning and behavior modification are equally essential in the life of an organization? Elaborate the role of reinforcement with regard to shaping behavior. (15)
2. Stress is a common phenomenon among individuals. What are the factors that influence an individual's experience of stress? Can stress be effectively managed? Explain. (15)
3. Describe a situation in which (a) you had the power to influence the behaviour of another person and (b) another person had the power to influence you. In each case, explain the sources of power applied. (15)
4. How groups evolve as teams? Describe the five stage group development model. (15)
5. Although it is said that change is the only permanent thing existing today, majority of us have a tendency to resist it. Why? What can organizations do to overcome this resistance? (15)
6. Write short notes on any three of the following: (3x5=15)
  - a. Managerial Grid
  - b. Dimensions of Organizational Culture
  - c. Emotional Intelligence
  - d. Operant Conditioning and work behaviour

**Q.7. Read the following case and answer the questions:**

Hari Sinha is a marketing executive with Hardbyte Computer Peripherals Ltd. Hardbyte is a company with 10 years of existence and has a sound product range in computer peripherals. It sells its products at a slightly higher price in the market because of its goodwill for quality. Hari Sinha is one of the best marketing executives of the company and enjoys several company benefits for his excellent performance. Hari's boss Sudhir Pradhan is thoroughly satisfied with his work and likes Hari.

Hari likes to sell to institutional buyers rather than small-time domestic customers. Hari also likes to work on challenging customers but not at the cost of wasting too much time on really hard to please ones. He constantly keeps himself focused on the targets to be achieved for the month and tries to reach the maximum. For him, it matters to be ahead in the race of selling and therefore he works very hard and smart. Sudhir has always tried to ensure that Hari is given enough scope to explore the potential customers on his own. He of course, feels a little worried about Hari's attitude towards those marketing executives who sell to small customers. He is at times belittling in his attitude towards them and even ridicules their efforts. However, Sudhir has tried to ignore this because of Hari's performance.

Due to the recent slack in the IT industry, Hardbyte's business with corporate customers has dipped. Because of this Sudhir has reallocated the targets to all the marketing executives. However, he knows Hari's fetish for corporate clients too well. But he also knows that Hari will have to be forced to go to small customers for promoting the products. He is aware of the fact that Hari is a man of strong likes & dislikes and hence he is in a fix. He is also apprehensive that if Hari is not given an appropriate assignment then he may even consider leaving his job. Sudhir was fully aware that Hari had no dearth of opportunities. Sudhir knows that the dilemma that he is facing is serious and will have to be resolved suitably.

**Questions**

1. From the above description of Hari's character, what seems to be the key motivator for Hari? (5)
2. According to David McClelland's Needs Theory, what kind of orientation does Hari possess? (5)
3. What should Sudhir do to motivate Hari and retain him in the organization? (5)