

OB 01

Roll No: _____

Total No of Questions: 5

Duration (hrs): 3

Total No of Printed Pages - 2

Maximum Marks - 60

Organizational Behaviour.**Q1) Read the following case and answer the questions asked. (10m)****CASE STUDY**

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 on the other hand, 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. Hari 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 product. He is aware of the fact that Hari is a man of strong likes and 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.

Case Questions

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

Q 2) Answer the following questions in detail (Any 2) (10m)

- a) What do you understand by organizational behaviour? Bring out its nature and importance.
- b) Explain the meaning of the term "Attitude." Describe its sources as well.
- c) Highlight different "Employee Impression Management Strategies."
- d) Discuss "Sources of Power." Explain the way in which people use power

Q 3) Answer the following questions (Any 2) (15m)

- a) Discuss any 4 Theories of Leadership in brief.
- b) What do you understand by the term "Group Decision Making?" Also describe the various techniques of "Group Decision Making."
- c) Explain the term "Personality." Also focus on Big five model of personality.
- d) Meaning of the term "Values." state its importance in organization.

Q 4) Answer the following questions in brief. (Any 2) (10m)

- a) Discuss any 3 theories of Motivation.
- b) Process to manage conflict
- c) Contribution of Woodward in Organizational Development
- d) Determinants of Job Satisfaction.

Q 5) Attempt the following questions. (Any 3) (15m)

- a) Group v/s Teams.
- b) Stages of Group Development.
- c) Theory X manager v/s Theory Y manager.
- d) Define Stress and mention its types.
- e) Matrix management