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TERM END EXAMINATION.

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Operand Conditioning.

It involves encouraging and discouraging a specific behaviour using reinforcement.

BF Skinner proposed the theory of operand conditioning. He used a simple experiments with the rats to develop the theory.

Operand conditioning can involve positive reinforcement, such as giving a dog a treat or eat some food. It can also involve negative reinforcement such as rewarding a dog for walking close to its owner by relaxing the unpleasant tension. Sometimes it involves punishment.

Example:

Imagine a school teacher punishing a student for talking out of turn by not letting student go out for recess. As a result, the students form an association between the behaviour (talking) and consequences (not able to go out in recess). As a result, problematic behaviour decreases.



## Classical Conditioning

Classical conditioning is when a conditioned response is paired with the natural stimulus. The metronome

The most famous example of this is Pavlov's dog, where Ivan Pavlov trained dogs to salivate at the sound of a metronome.

Metronome is a natural stimulus since dog previously had no reaction to it. Salivating was the conditioned response.

### Example

Whenever you come home wearing a basketball cap, you take your child to the park. So whenever a child sees you in a cap, he's excited because he has associated your basketball cap to a park trip.

Hence, Classical Conditioning involves associating an involuntary response and a stimulus, while operant conditioning is about associating a voluntary behaviour and a consequence.

In operant conditioning, there are rewards and incentives, while classical conditioning involves no such enticements.



2] (a)

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Recruitment is a positive process because it involves searching for all prospective employees and stimulating them to apply for a job. Hence it is a positive approach because the company is making all the candidates to apply for a job.

Whereas selection process consists of an elimination round in which all the unsuitable candidates are disqualified. Hence it is a process of disqualification of the candidates and choosing the right candidate so it is kind of negative process.

Recruitment and selection are vital for the formation of a positive psychological contract, which provide the basis of organisational commitment and motivation.

Recruitment and selection is an important operation in HRM, designed to maximise strength of employee in order to meet employers strategic goals and objectives.

It is a process of sourcing, screening, shortlisting, and selecting the right candidates for the required vacant position.

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1. Objective and Strength are the two types of plan that "Apna Ghar" proposes to implement.

### Objective

"Apna Ghar" a company dealing in consumer durables, plans to increase the sales of its ~~products~~ products by 25% around diwali this year.

### Strategy

The strategy is clearly mentioned in the above paragraph. "Moreover, in order to cash on the implementation of the seventh pay commission by that ~~time~~ time which is likely to raise the income of 47 lakh serving employees of the central government and 52 lakh pensioners, the company has created 30 advertisement films which will be aired across 85 national and regional channels until Diwali." This is how company has strategised to achieve their objective.

2. The difference between Objective and Strategy is outlined below.



## Objective

- Objective is the end result of an activity that an organisation seek to achieve through its existence.
- Objectives are based on the missions or philosophy of the organisation.
- Objectives are determined by top level management.

## Strategy

Strategy is a comprehensive plan prepared for winning over the given challenge or problem.

A strategy is based on the objectives of the organisation.

A strategy may be determined by top level or middle level management.

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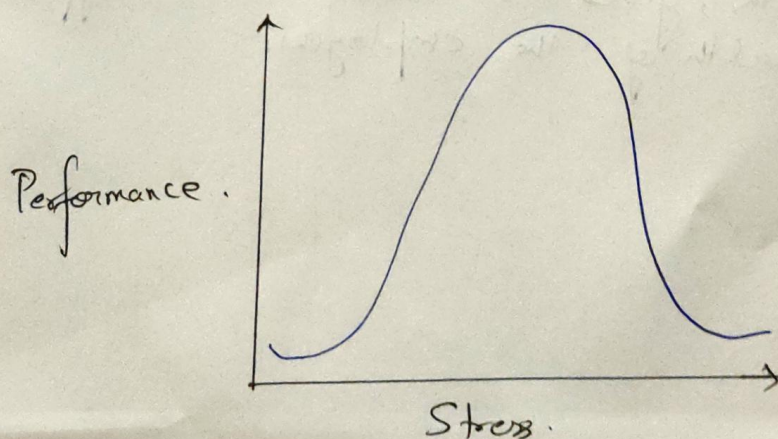
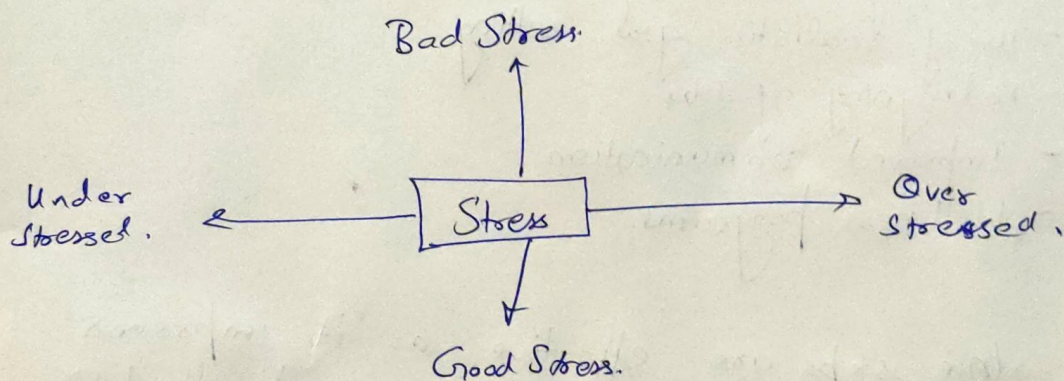
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b) ~~SS~~

## STRESS

- S - Sedentary Life Style.
- T - Time management.
- R - Reactive Emotions.
- E - Errors in self Management.
- S - Sleep Starvation.
- S - Spiritual ~~SS~~ Isolation.

Stress refers to an event in which environmental or internal demands (or both) tax or exceed the adaptive resources of an individual.





# Different Approaches to handle Stress

## Individual

- Exercise
- Relaxation.
- Time Management.
- Behavioural self-control.
- Cognitive therapy.
- Networking.

## Organisational.

- Reorganisation Initiatives.
- Work and Life benefit policies.
- Improved personnel selection.
- Training.
- Use of realistic goal setting
- Redesigning of Jobs.
- Improved communication.
- Wellness programs.

The above steps are effective as it improves mental health, gives a chance and effect overall health of the employees.



Major Str

## Managing Stress in Workplace.

1. Organise Organisational Leadership Structure.
  2. Implement a system that checks and balances when work deprecate.
  3. Flexible Environment
  4. Different Work Space office.
  5. Employee Wellness program.
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Q1]

## Taylor's four principles for Scientific Management :-

- 1) Replace rule of thumb work methods with methods based on scientific study.
- 2) Scientifically select, train and develop each worker rather than passively leaving them to train themselves.
- 3) Cooperate with the workers to ensure that the scientifically developed methods are being followed.
- 4) Dividing work nearly equally between managers and workers, so that the management apply scientific management to perform the task.

## Fayol's Administrative Management.

It was based on the concept of departmentization, which means different activities to be performed to achieve the common purpose of the organisation should be identified and classified into groups, such tasks can be accomplished effectively.



Taylor believed, 'Management should share the gains with workers'. This has to be emphasised by the principle of 'harmony, not discord', which is also emphasised by 'mental revolution'.

Harmony, not discord. The interest of the employer and employee should be fully harmonised, so as to create a good relationship. Taylor emphasised that there should be complete harmony between management and workers. This requires a transformation in thinking of both which is achieved through mental revolution. Thus management should share the gains of company with workers.

At the same time, the workers should work and embrace changes. Taylor believed, the prosperity for the employer cannot exist for a long time unless it is accompanied by the prosperity of employees, and vice-versa.



## STEP-5

Covering tracks - In this step the hacker tries to cover all the tracks so that he doesn't get caught by the security personnel.

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