

#### FINAL REPORT

of

### **ORGANIZATIONAL BEHAVIOR(BM505H)**

Submitted in partial fulfilment of requirements for the award of degree

### Master of Business Administration

Submitted by: -

Baibhaba Nath(234024004)
Saurabh Yadav (234024020)
TV Anudeep Naidu (234024024)
Rahul Kumar (234024016)

Under the guidance of:

DR. <u>SUMANT KUMAR BISHWAS</u>

SCHOOL OF BUSINESS
Indian Institute of Technology, GUWAHATI

# **ACKNOWLEDGEMENT**

We would like to express our heartfelt gratitude to Dr. Sumant kumar Bishwas for his useful insights and help regarding this project. We would also like to thank our friends, seniors, and the research scholars from the School of Business for their sincere help and contribution to the completion of this project.

Lastly, we also acknowledge with a deep sense of reverence, our gratitude towards our families, friends, and other faculty members of the School of Business for their valuable suggestion and constant motivation.

Date: 14/09/2023 Place: Guwahati

# **CONTENTS**

| S. No. | Topics                      | Page<br>No. |
|--------|-----------------------------|-------------|
| 1.     | SUMMARY - 'THE 4 TREASURES' | 1           |
| 2.     | GOALS AND MOTIVATION        | 2           |
| 3.     | GROUP DYNAMICS              | 4           |
| 4.     | POWER AND POLITICS          | 7           |
| 5.     | VALUES AND ETHICS           | 8           |
| 6.     | FRAMEWORK AND STRATEGIES    | 10          |
| 7.     | CONCLUSION                  | 11          |

### **SUMMARY – 'THE 4 TREASURES'**

The story is about four friends, Rahul, Anudeep, Baibhaba, and Saurabh, who are motivated by different things. Rahul is motivated by adventure, Anudeep by knowledge, Baibhaba by optimism, and Saurabh by security. When they find a map to a legendary treasure, they decide to go on a treasure hunt together.

The journey is full of challenges, but the friends work together to overcome them. Rahul's daring spirit leads them through treacherous terrain, Anudeep's intellect cracks the map's codes, Baibhaba's optimism keeps their spirits high, and Saurabh's practicality ensures they are well-prepared for any obstacle.

In the end, the friends find the treasure, but they also find something more valuable: a deeper understanding of themselves and each other. They learn that their unique motivations can complement each other and help them achieve great things.

The story of "The Four Treasures" is a reminder that we are all motivated by different things, but that we can all work together to achieve common goals. It is also a reminder that the journey is often more important than the destination.

Here are some of the key themes of the story:

- The power of diversity: The friends' different motivations allow them to complement each other and achieve great things.
- The importance of teamwork: The friends work together to overcome the challenges of the treasure hunt.
- The value of friendship: The friends' friendship is strengthened by the experience of the treasure hunt.
- The importance of self-discovery: The friends learn more about themselves and each other during the treasure hunt.

## **GOALS AND MOTIVATION**

#### 1. Rahul - The Thrill-Seeker:

- **Motivation**: Rahul's motivation is driven by a desire for adventure and excitement. He wants to experience life to the fullest, believing that the world is full of opportunities.
- Psychological Theory Maslow's Hierarchy of Needs: Rahul's motivation aligns with Maslow's theory, particularly the need for "self-actualization." He seeks personal growth and fulfilment through adventurous experiences.
- **Real-World Example**: People who embark on extreme sports or undertake daring expeditions, like mountain climbers or deep-sea divers, are often motivated by the thrill and self-actualization.

#### 2. Anudeep - The Intellectual:

- **Motivation**: Anudeep's motivation stems from a relentless curiosity about the mysteries of life. He sees knowledge as a treasure trove and enjoys solving puzzles and understanding the world.
- **Psychological Theory Theory X and Theory Y**: Anudeep's motivation aligns more with Theory Y, which suggests that individuals are inherently motivated to seek challenges, grow, and learn. He enjoys intellectual challenges and is driven by intrinsic rewards.
- **Real-World Example**: Researchers, scientists, and scholars are often motivated by the intrinsic joy of discovering new knowledge and solving complex problems.

#### 3. Baibhaba - The Optimist:

- **Motivation**: Baibhaba's unwavering optimism motivates him to spread happiness and inspire others to see the beauty in everyday moments. He believes in the power of positivity.
- Psychological Theory Herzberg's Two-Factor Theory: Baibhaba's motivation can be linked to Herzberg's "Motivator Factors," where intrinsic factors like recognition, achievement, and work itself contribute to job satisfaction. Baibhaba finds satisfaction in spreading joy.
- **Real-World Example**: Inspirational speakers, motivational coaches, and leaders who focus on team morale often draw motivation from the positive impact they have on others.

#### 4. Saurabh - The Practical Thinker:

• **Motivation**: Saurabh is motivated by a strong desire for security and stability. He believes in planning and preparation for a comfortable future.

- Psychological Theory Maslow's Hierarchy of Needs: Saurabh's motivation aligns with Maslow's "safety needs." He seeks security and stability as a fundamental requirement for a successful life.
- **Real-World Example**: Individuals who prioritize financial planning, insurance, and retirement savings are motivated by the need for security and align with Saurabh's practical mindset.

In terms of goal-setting theory, the characters' motivations align with the principles of effective goal setting:

- **Specific Goals**: Each character's motivation leads to a specific goal related to the treasure hunt, whether it's finding the treasure, deciphering the map, maintaining positivity, or ensuring safety.
- Challenging Goals: The treasure hunt poses challenges that push the characters to their limits, making the goals sufficiently challenging to motivate them.
- **Feedback and Commitment**: Throughout the journey, the characters receive feedback, adjust their strategies, and remain committed to their goals, reflecting the importance of these elements in goal setting.

"The Four Treasures" illustrates how a diverse group of individuals, each with their unique motivations, can come together to achieve common goals. This narrative reflects the complexity of human motivation and how it can be harnessed for collective success.

## **GROUP DYNAMICS**

- Rahul is motivated by the thrill of the hunt. He is constantly seeking new experiences and challenges, and he believes that the world has endless opportunities waiting to be explored. This is consistent with Maslow's hierarchy of needs, which states that the need for self-actualization is the highest human need. Self-actualization is the desire to fulfil one's potential and live a meaningful life. Rahul is clearly driven by this need, as he is always looking for ways to push himself and experience new things.
- Anudeep is motivated by a relentless curiosity about the mysteries of life. He sees knowledge as a treasure trove, and he couldn't resist the allure of a good puzzle. Anudeep believes that understanding the world was the greatest adventure of all. This is consistent with the need for knowledge, which is also a part of Maslow's hierarchy of needs. The need for knowledge is the desire to understand the world around us and to make sense of our experiences. Anudeep is clearly driven by this need, as he is always asking questions and seeking out new information.
- **Baibhaba** is motivated by an unwavering optimism. He believes that positivity can conquer any obstacle and that life is an opportunity for joy and growth. Baibhaba's motivation is to spread happiness and inspire others to see the beauty in everyday moments. This is consistent with positive psychology, which is a branch of psychology that focuses on the study of positive emotions, such as happiness, hope, and resilience. Positive psychology research has shown that optimism can have a number of benefits, such as improved physical and mental health, increased resilience, and greater success in life. Baibhaba is clearly benefiting from his optimism, as he is able to maintain a positive attitude even in the face of challenges.
- Saurabh is motivated by a strong desire for security and stability. He believes in planning and preparation as the keys to a successful life. Saurabh's motivation is to ensure a comfortable and worry-free future for himself and his friends. This is consistent with Theory X, which is a management theory that assumes that people are naturally lazy and need to be controlled in order to be productive. Saurabh's motivation is to ensure a comfortable and worry-free future for himself and his friends, and he believes that the best way to do this is to be well-prepared and organized.

### **Group Development Process**

- **Forming:** This is the initial stage, where the group members get to know each other and start to develop trust. In the story, the four friends are all strangers when they first meet, but they quickly bond over their shared interest in the treasure hunt. They also start to learn about each other's motivations and strengths.
- Storming: This is the stage where the group members may disagree and conflict with each other. In the story, the friends argue about the best way to find the treasure. Rahul wants to rush ahead and find it as quickly as possible, while Anudeep wants to take a more methodical approach. Baibhaba and Saurabh also have different ideas about how to proceed.

- **Norming:** This is the stage where the group members start to develop norms and procedures for working together. In the story, the friends agree to work together and support each other. They also agree to share their ideas and listen to each other's suggestions.
- **Performing:** This is the stage where the group is working effectively and achieving its goals. In the story, the friends are able to find the treasure and overcome the challenges they face along the way. They do this by working together and leveraging their different skills and perspectives.
- **Adjourning:** This is the final stage, where the group disbands. In the story, the friends say goodbye and promise to stay in touch. They also reflect on their experience and the lessons they learned.

The group dynamics in the story are characterized by diversity and cooperation. The four friends are all different from each other in terms of their personalities, motivations, and skills. However, they are able to work together effectively because they are willing to listen to each other, respect each other's differences, and compromise.

The story also illustrates the importance of cooperation in groups. When we work together with others, we can achieve more than we could on our own. We can also learn from each other and grow as individuals.

- The friends are able to overcome their differences and work together effectively because they have a common goal. They are all motivated to find the treasure, and this gives them a sense of purpose.
- The friends are also able to communicate effectively with each other. They are able to share their ideas and listen to each other's suggestions. This helps them to resolve their disagreements and work together towards their goal.
- The friends are also able to trust each other. They know that they can rely on each other to help them achieve their goal. This trust helps them to stay motivated and focused even when things get tough.
- The friends are able to capitalize on their diversity. Each friend brings something unique to the group, and this helps them to find creative solutions to problems. For example, Rahul's daring spirit helps them to overcome obstacles, Anudeep's intellect helps them to decipher the map's clues, Baibhaba's optimism helps them to stay positive, and Saurabh's practicality helps them to be well-prepared.
- The friends are able to build trust and respect. They are willing to put their trust in each other, even when they are facing challenges. They also respect each other's differences and opinions. This trust and respect helps them to work together effectively and achieve their goals.

The friends are able to celebrate their successes. When they achieve their goal of finding the treasure, they are able to celebrate their success together. This is important because it helps to build teamwork and camaraderie. It also helps to reinforce the positive experiences of working together and achieving a common goal.

#### Johari Window

The Johari window is a psychological tool that helps us to understand our self-awareness and how we are perceived by others. It is divided into four quadrants:

- Open: This quadrant represents information that is known to both ourselves and others. This includes our name, age, occupation, and other basic facts.
- Blind: This quadrant represents information that is known to others but not to ourselves. This includes things like our body language, tone of voice, and other nonverbal cues.
- Hidden: This quadrant represents information that is known to ourselves but not to others. This includes our thoughts, feelings, and motivations.
- Unknown: This quadrant represents information that is unknown to both ourselves and others. This includes things like our unconscious thoughts and feelings.

The Johari window can be used to help us to improve our self-awareness and communication with others. By increasing our self-awareness, we can become more aware of the information that is known to ourselves and others. This can help us to communicate more effectively and build stronger relationships.

In the story "The Four Treasures," the friends can use the Johari window to improve their communication and understanding of each other. For example, Rahul could share more information about his thoughts and feelings with Anudeep and Baibhaba. This would help them to understand him better and work together more effectively. Anudeep could also share more information about his plans and goals with Rahul and Baibhaba. This would help them to be more supportive of him and help him achieve his goals.

By using the Johari window, the friends can improve their communication and understanding of each other. This can help them to build stronger relationships and achieve their goals.

- The friends are able to increase their self-awareness by sharing information about themselves with each other. This helps them to understand each other's motivations and perspectives.
- The friends are also able to increase their self-awareness by paying attention to the feedback they receive from each other. This helps them to see themselves through the eyes of others.
- The friends are able to use the Johari window to communicate more effectively with each other. They are able to share information that is known to them but not to others, and they are also able to ask questions to learn more about each other.
- The friends are able to use the Johari window to build stronger relationships with each other. They are able to trust each other more and be more supportive of each other.

The story of "The Four Treasures" is a reminder that the Johari window can be a valuable tool for improving our communication and understanding of others. When we use the Johari window, we can build stronger relationships and achieve our goals.

### **POWER AND POLITICS**

- *Rahul's power:* Rahul is the most assertive and outspoken member of the group. He is also the most adventurous and daring. This gives him a lot of power within the group. However, his power can also be a liability. For example, when he wants to take a more daring approach to a problem, he may not always be able to convince the other members of the group to follow him.
- Anudeep's power: Anudeep is the most intelligent and knowledgeable member of the group. He is also the most cautious and pragmatic. This gives him a lot of power within the group, as he is often the one who provides the group with the information and insights, they need to make decisions. However, his power can also be a liability. For example, when he wants to take a more cautious approach to a problem, he may not always be able to convince the other members of the group to follow him.
- *Baibhaba's power*: Baibhaba is the most optimistic and supportive member of the group. He is also the most creative and resourceful. This gives him a lot of power within the group, as he is often the one who comes up with new ideas and solutions to problems. However, his power can also be a liability. For example, when he wants to take a more optimistic approach to a problem, he may not always be able to convince the other members of the group to follow him.
- *Saurabh's power*: Saurabh is the most practical and cautious member of the group. He is also the most responsible and reliable. This gives him a lot of power within the group, as he is often the one who ensures that the group is safe and prepared. However, his power can also be a liability. For example, when he wants to take a more cautious approach to a problem, he may not always be able to convince the other members of the group to follow him.

The power dynamics within the group are constantly shifting and evolving. This is because the characters' personalities, motivations, and skills are constantly changing. As a result, the characters must constantly negotiate and renegotiate their power within the group. This can be a challenging process, but it is also an important one. By working together and respecting each other's strengths, the characters are able to achieve their goals and find true treasure.

In addition to the power dynamics between the individual characters, there is also a power dynamic between the group and the outside world. The group is faced with a number of challenges, both physical and emotional. They must overcome these challenges in order to achieve their goals. The group's ability to do this will depend on their ability to work together and use their individual strengths to their advantage.

The story "The Four Treasures" is a reminder that power is not always a bad thing. When used wisely, it can be a force for good. The characters in the story learn to use their power to help each other and achieve their goals. They also learn to respect each other's strengths and weaknesses. This allows them to work together and overcome the challenges they face.

# **VALUES AND ETHICS**

Core values upheld by the group: The core values upheld by the group are friendship, trust, and cooperation. These values are evident throughout the story, as the characters rely on each other for support and help. For example, when Rahul is injured, Anudeep and Baibhaba help him to safety. When Saurabh is feeling discouraged, Baibhaba encourages him to keep going. And when the group is faced with a difficult obstacle, they work together to overcome it.

Ethical dilemmas faced by the characters: The characters in "The Four Treasures" face a number of ethical dilemmas during their journey. For example, when they come across a group of people who are being attacked by bandits, they must decide whether to help them or not. They also have to decide whether to tell the truth about their treasure hunt to the people they meet along the way.

How the characters resolve ethical dilemmas: The characters in "The Four Treasures" resolve ethical dilemmas in a variety of ways. Sometimes, they choose to follow their conscience, even if it means —making a difficult decision. For example, when they come across the group of people being attacked by bandits, they decide to help them, even though it means putting themselves in danger. Other times, they choose to compromise, in order to find a solution that everyone can agree on. For example, when they are faced with a difficult obstacle, they may decide to take a different route, even though it means it will take them longer to reach their destination.

Implications of these values and ethical decisions for the group's cohesion and success: The values of friendship, trust, and cooperation are essential for the group's cohesion and success. When the characters are able to rely on each other and work together, they are able to overcome any obstacle. However, when they are unable to agree on ethical decisions, it can lead to conflict and division within the group.

Overall, the values and ethics of the group are an important part of the story. They help to define the characters and their relationships, and they also help to drive the plot forward. The characters' choices about how to uphold these values have a significant impact on the group's cohesion and success.

Here are some additional thoughts on the values and ethics in the story:

- The values of friendship, trust, and cooperation are essential for any group to succeed. When people are able to rely on each other and work together, they are able to achieve more than they could on their own.
- Ethical dilemmas are a part of life. There will always be times when we have to make difficult choices between what is right and what is easy. The way we resolve these dilemmas can have a big impact on our relationships and our lives.

It is important to be aware of our own values and ethics. When we are clear about what we believe in, it is easier to make good choices.

We should always strive to be ethical in our actions. Even when it is difficult, we should try to do the right thing.

The story "The Four Treasures" is a reminder that values and ethics are important. When we live our lives according to our values, we are more likely to be happy and successful.

### **FRAMEWORK AND STRATEGIES**

- *Maslow's hierarchy of needs:* This framework states that humans have a hierarchy of needs, starting with basic physiological needs and moving up to self-actualization needs. The four friends in the story are motivated by different needs from Maslow's hierarchy. Rahul is motivated by the need for adventure, which is a self-actualization need. Anudeep is motivated by the need for knowledge, which is a cognitive need. Baibhaba is motivated by the need for love and belonging, which is an emotional need. Saurabh is motivated by the need for security, which is a safety need.
- Theory X and Theory Y: These theories are about two different assumptions about human nature. Theory X assumes that people are naturally lazy and need to be controlled in order to be productive. Theory Y assumes that people are naturally motivated and can be self-directed. The friends in the story represent both Theory X and Theory Y assumptions. Rahul is more of a Theory X type, while Anudeep is more of a Theory Y type. Baibhaba and Saurabh are somewhere in between.
- *Johari window:* This framework is about self-awareness and how we are perceived by others. It is divided into four quadrants: open, blind, hidden, and unknown. The friends in the story can use the Johari window to improve their communication and understanding of each other. For example, Rahul could share more information about his thoughts and feelings with Anudeep and Baibhaba. This would help them to understand him better and work together more effectively. Anudeep could also share more information about his plans and goals with Rahul and Baibhaba. This would help them to be more supportive of him and help him achieve his goals.
- Goal-setting theory: This theory states that people are more likely to achieve their goals if they are specific, measurable, achievable, relevant, and time-bound. The friends in the story set a specific goal of finding the treasure. They also made sure that the goal was measurable, achievable, relevant, and time-bound. This helped them to stay motivated and focused on their goal.

These are just a few of the psychological frameworks and strategies that can be applied to the story "The Four Treasures". There are many other frameworks and strategies that could be used, depending on the specific focus of the analysis.

The implications of these frameworks and strategies for organizational behaviour in various contexts are vast. For example, Maslow's hierarchy of needs can be used to understand the motivation of employees, and Theory X and Theory Y can be used to understand the leadership style of managers. The Johari window can be used to improve communication and understanding between employees, and goal-setting theory can be used to help employees set and achieve their goals.

### **CONCLUSION**

The story of "The Four Treasures" is a valuable case study in organizational behaviour. It illustrates the importance of diversity, cooperation, and communication in groups. It also shows how these factors can be used to achieve common goals.

The key findings and insights from the analysis are as follows:

- Diversity: The four friends in the story are all different from each other in terms of their personalities, motivations, and skills. However, this diversity is an asset, not a liability. It allows them to bring different perspectives to the table and find creative solutions to problems.
- Cooperation: The friends are able to cooperate effectively because they are willing to listen to each other, respect each other's differences, and compromise. They are also able to build trust and respect, which is essential for working together effectively.
- Communication: The friends are able to communicate effectively because they are able to share their ideas and listen to each other's suggestions. They are also able to resolve their disagreements in a respectful manner.

The story of "The Four Treasures" highlights the following practical lessons or takeaways that can be applied to real-world organizational settings:

- Diversity is an asset: Organizations should embrace diversity and create a culture where people from all backgrounds feel welcome and valued. This will help to improve creativity, innovation, and problem-solving.
- Cooperation is essential: Organizations should foster cooperation and teamwork. This can be done by creating opportunities for employees to work together, providing training on conflict resolution, and rewarding teamwork.
- Communication is key: Organizations should strive for open and effective communication. This means creating an environment where employees feel comfortable sharing their ideas and feedback. It also means listening to employees and taking their concerns seriously.

By following these lessons, organizations can create a more productive and successful workplace.

In addition to the above, here are some other practical lessons or takeaways that can be applied to real-world organizational settings:

- Set clear goals and expectations: Employees need to know what is expected of them in order to be successful. This includes setting clear goals and objectives, as well as providing feedback on performance.
- Provide training and development: Employees need to be equipped with the skills and knowledge they need to do their jobs effectively. This includes providing training on new technologies, processes, and procedures.

- Create a supportive work environment: Employees need to feel valued and supported in order to be productive. This includes providing a safe and healthy work environment, as well as opportunities for professional development.
- Recognize and reward success: Employees should be recognized and rewarded for their successes. This will help to motivate them to continue working hard.

By following these lessons, organizations can create a more positive and productive work environment.