

**FACULTY OF MANAGEMENT STUDIES
UNIVERSITY OF DELHI**

Semester Examination 2022

Name of the Examination: MBAFT I Year (October-November 2022)

Paper Name: Organization Behaviour

Paper No.: 6101

Time Allowed: 3 Hours

Max Marks: 70

Instructions: There are two sections, Section A & Section B in this Paper. Attempt all questions from both the sections

S.No.		Marks
	<u>Section A</u>	
1.	<p>How do following personality attributes of employees affect the functioning of organization in terms of their contribution and as deterrents. (Select any two and respond)</p> <p>a) Self-Monitoring b) Self-Efficacy c) Risk Taking</p>	10 Marks
2.	<p>It is said "In the process of "growing up" people make assumptions about themselves and other significant people in the environment." How do these assumptions get operationalised into life positions for an individual? Identify a person with whom you had an "I am OK, you are OK" life position. What condition led to this position? Describe a relationship in which you had "I am not OK, you are OK position" with someone and the conditions that created it? What was the difference?</p>	10 Marks
3.	<p>Read the following case study and answer the questions that follow:</p> <p>The organization is an estate agent's office in a small town. Estate agents act as intermediaries in property transactions on a commission basis. The agency deals with domestic property only. Commissions range from 1 percent to 1.5 percent of the selling price. Property prices typically range from Rs. 36 lakhs to 2.5 crores. The staff undertakes a variety of tasks including:</p> <ul style="list-style-type: none"> ➤ Making appointments for prospective purchases to view properties. It is not unusual for purchasers to ask to see ten or more different properties. ➤ Receiving telephonic and personal enquiries from prospective purchasers ➤ Despatching sales literature. ➤ Accompanying prospective purchasers for property viewing ➤ Carrying out follow-up enquiries to obtain feedback from prospective purchasers who have viewed properties. 	15 Marks

	<ul style="list-style-type: none"> ➤ Carrying out periodic 'stay in touch' calls to sellers. ➤ Acting as intermediaries in negotiations between buyers and sellers. Staff have authority to accept offers and to facilitate subsequent negotiations. ➤ Participating in sales review meetings. <p>The office managers have sole responsibility for valuing properties and producing sales literature.</p> <p>The state of the market is ambiguous. Some properties, moderately priced ones especially, sell quickly. Approximately 60 percent of the listing have been on market for about 6 months, 20 percent for over a year. Staff has to cope up with frustrated clients, 'Why is my property not selling; what are you doing about it?' Staff works towards meeting sales targets.</p> <ul style="list-style-type: none"> a) Analyse the potential sources of workplace stress? b) Suggest measures which employees could use to reduce the impact of stress. What can organization do to alleviate the stress of employees? <p style="text-align: center;"><u>Section B</u></p>	
4.	Explain Cognitive Dissonance Theory and discuss barriers to changing attitudes.	5 Marks
5.	"When the managers of an organization actively work to empower their people, there is little need to be concerned about individual motivation". Based on your understanding of theories of motivation support the statement by citing appropriate examples. Critically examine VIE and Porter & Lawler's Theory of Motivation and its application in the organizational context.	15 Marks
6.	Define leadership. With the help of suitable examples discuss Managerial Grid and its implications in the organizational setting.	7.5 Marks
7.	Define Organizational Structure and Span of Control. Discuss the typology of structures using suitable examples.	7.5 Marks

Summers

Self doubt