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Your Roll No.

BBS / II Sem. – 2012

BUSINESS STUDIES – Paper 201 (NS)

(Organisational Behaviour)

Time : 3 hours

Maximum Marks : 75

*(Write your Roll No. on the top immediately
on receipt of this question paper.)*

Attempt all questions.

Internal choice is given in Question 4 & 6.

1. What is Perception? What does the Perceptual Process involve? Describe a situation where you had a conflict with another person arising out of error in perception? What could you have done differently? (10)
2. Discuss how behavior modification can be an effective tool in shaping behavior in Organizations? Suppose you are a production incharge in a manufacturing firm. How can you use the principles of OB modification to change your subordinates behavior. (10)
3. Read the Case and Answer the questions that follow : (5+5+5=15)

ART FRIEDMAN — FRIEDMANS MICROWAVE
OVENS

P.T.O.

Friedmans Microwave Ovens began in 1976 in Oakland, California, with the goal of being the absolute best place to buy a microwave oven and its accessories. For 30 years, Friedmans has been accomplishing its goal by providing superior service, good prices, unconditional satisfaction guarantees, and cooking classes to educate customers on how to get the most from their microwave. Friedmans also offers installation and repair services. Friedmans has sold more than two million microwaves, and it currently has seven stores in California, and one in Tennessee. Its most recent strategic expansion has been to the Internet. Unlike competitors, at the website, you will not find pictures and descriptions of all the microwaves. Friedmans sells with instructions for buying directly over the Internet. You are asked to call or e-mail to discuss what you are looking for, or to ask any questions. Thus, using the Internet, Friedmans continues to focus on superior customer service. Going to the Net was Friedmans' third major strategic move. Friedmans actually started in 1970 as Friedmans Appliances, selling all types of major appliances, so it changed its name and focus to microwaves only. Friedmans second strategic move was to franchise its microwave business, using Art Friedman's motivational technique of making everyone a boss. The original appliance store employed 15 people in Oakland, California. Friedman believed that his employees were not motivated, so he implemented

the following changes to motivate his employees, and he still uses these techniques today. The following conversation took place between Bob Lussier and founder Art Friedman.

Bob : What is the reason for your success in business ?

Art : My business technique.

Bob : What is it ? How did you implement it ?

Art : I called my 15 employees together and told them, "From now on I want you to feel as though the company is ours, not mine. We are all bosses. From now on you decide what you're worth and tell the accountant to put it in your pay envelope. You decide which days and hours you work and when to take time off. We will have an open petty cash system that will allow anyone to go into the box and borrow money when they need it."

Bob : You're kidding, right ?

Art : No, it's true. I really do these things.

Bob : Did anyone ask for a raise ?

Art : Yes, several people did. Charlie asked for and received a \$100-a-week raise.

Bob : Did he and the others increase their productivity to earn their raises ?

P.T.O.

Art : Yes, they all did.

Bob : How could you run an appliance store with employees coming and going as they pleased ?

Art : The employees made up schedules that were satisfactory to everyone. We had no problems of under- or overstaffing.

Bob : Did anyone steal from the petty cash box ?

Art : No.

Bob : Would this technique work in any business ?

Art : It did work, it still works, and it will always work!

Questions :

- (a) Which specific factors and needs (from the content motivation theories) applies to Friedmans Microwave Ovens ? (5)
 - (b) Do equity and expectancy theory apply to this case ? (5)
 - (c) Could Friedman's techniques work in all organizations ? Explain your answer. (5)
4. Think of a group that you belonged to recently ? What were the dysfunctions that the group encountered in its functioning ? What was done to address the dysfunctional aspects of the group ? (10)

OR

Some people say that conflict is inherently bad while others find it desirable ? Which view of conflict do you subscribe to ? How can managers stimulate conflict in their Organisations ?

5. Read the Case and Answer the questions that follow :

Samsonet is a fast growing Organisation. A small section of unskilled workers is being headed by Mr. Ravi Sehgal. To reduce costs the management installed a new Mechanized Material handling system but not before the workers were told about it, trained into handling it and given up-to-date knowledge about the process and its potential positive impact on quality and productivity. The Mechanized system was then installed with the active support of the workers of the department.

A few months later a new computerized management reporting system was to be installed for the middle and senior managerial personnel. Owing to his success with the previous system Mr. Sehgal was again entrusted with the task. Since the group consisted of educated and enlightened senior employees so Mr. Sehgal did not anticipate any opposition as the utility of the new system seemed obvious. So he went ahead and had the new system installed after a brief

announcement about the system. The result was something he had not expected. The employees raised their objections to the new system and refused to have it installed. The intense opposition led to breakdown in communication and ultimately Mr. Sehgal decided to quit.

Questions :

- (a) Contrast the behavior of the two groups? Why do you think employees such as the second group resist change? (5)
- (b) What could have Mr. Sehgal done to avoid the opposition by the middle and Senior level Managers? (5)

6. Write Short notes on any **five** : (5×4=20)

- (a) Hershey and Blanchard's Situational Leadership Model
- (b) Causes of Political Behaviour
- (c) Schedules of Reinforcement
- (d) Characteristics of High EQ Persons
- (e) Big 5 Model
- (f) Substitutes and Neutralizers for Leadership