**Organisational Behaviour**

**Section (A)**

**Short Questions**

**Ques1.** Explain the concept of reinforcement and its principles as used in organisational behavior. How can reinforcement be applied to improve employee performance?

**Ques2.** Describe the major determinants of personality and discuss how personality affects individual behavior in an organization.

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**Section (B)**

**Case Studies**

**Case Study1:**

**Introduction:** XYZ Company, a leading software development firm, has been experiencing a decline in employee motivation and productivity over the past year. To address these challenges, the management decides to apply Herzberg’s Two-Factor Theory and Alderfer’s ERG Theory to analyze and improve employee motivation.

**Background:** XYZ Company offers competitive salaries and benefits but has noticed a rise in employee turnover and complaints about job dissatisfaction. The management suspects that factors influencing motivation and job satisfaction need to be reassessed to maintain a high performing workforce.

**Objectives:**

1. To evaluate the factors affecting employee motivation using Herzberg’s Two-Factor Theory.

2. To apply Alderfer’s ERG Theory to understand employee needs and align them with organizational goals.

3. To recommend strategies for enhancing employee motivation based on the findings.

**Methodology:** The study involved conducting surveys and interviews with employees across different departments to gather insights into their motivational factors and job satisfaction levels. Data analysis was performed to categorize factors as hygiene factors (Herzberg) and existence, relatedness, and growth needs (Alderfer).

**Findings:** Herzberg’s Two-Factor Theory: According to Herzberg, hygiene factors such as salary, working conditions, and company policies were necessary to prevent job dissatisfaction but did not necessarily lead to motivation. Motivational factors such as recognition, achievement, and growth opportunities were identified as crucial for enhancing job satisfaction and motivation among employees at XYZ Company.

**Alderfer’s ERG Theory:** Alderfer’s theory categorized employee needs into three levels: existence (physiological and safety needs), relatedness (social and interpersonal needs), and growth (achievement and self-actualization needs). Employees at XYZ Company expressed varying needs across these categories, with many citing the desire for career advancement (growth needs) and supportive work relationships (relatedness needs) as significant motivators.

**Case Study Questions:**

**Ques1.** Explain Herzberg’s Two-Factor Theory of Motivation and its application at XYZ Company. How does this theory differentiate between hygiene factors and motivational factors?

**Ques2.** Discuss Alderfer’s ERG Theory and its relevance to understanding employee needs at XYZ Company. How does this theory categorize human needs, and what implications does it have for employee motivation?

**Ques3.** What were the key findings from applying Herzberg’s Two-Factor Theory and Alderfer’s ERG Theory at XYZ Company? How did these findings influence the management’s approach to improving employee motivation?

**Ques4.** Based on the case study, recommend specific strategies for XYZ Company to improve employee motivation. How do these recommendations align with Herzberg’s and Alderfer’s theories?

**Ques5.** Evaluate the potential impact of implementing Herzberg’s Two-Factor Theory and Alderfer’s ERG Theory recommendations at XYZ Company. How might these strategies contribute to organizational success?

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**Case Study2:**

**Introduction:** ABC Corporation, a multinational manufacturing company, is evaluating its organizational structure to enhance efficiency and decision-making. This case study explores various structural elements including work specialization, departmentalization, chain of command, span of control, and centralization/decentralization to identify strengths, challenges, and recommendations for improvement.

**Background:** ABC Corporation operates in a competitive market with diverse product lines. Recent growth has led to concerns about communication bottlenecks, decision delays, and operational inefficiencies. The management seeks to optimize the organizational structure to better align with strategic goals and improve overall performance.

Objectives:

1. To analyze the impact of work specialization and departmentalization on operational effectiveness.  
2. To evaluate the effectiveness of the chain of command and span of control in facilitating communication and decision-making.

3. To assess the degree of centralization or decentralization and its implications for agility and responsiveness.

**Methodology:** The study involved interviews with key stakeholders, including department heads and frontline managers, to gather insights into the current organizational structure's functionality and perceived limitations. Data analysis focused on identifying patterns, challenges, and opportunities related to work specialization, departmentalization, and other structural elements.

**Findings: Work Specialization:** ABC Corporation utilizes work specialization to enhance productivity by assigning tasks to employees based on their specialized skills and expertise. This approach has streamlined production processes but raised concerns about employee engagement and skill development beyond narrow job roles.

**Departmentalization:** The company employs functional departmentalization, grouping employees by specialized functions such as marketing, finance, and operations. While this enhances expertise within departments, it has led to silos and challenges in cross-functional collaboration and communication.

**Chain of Command and Span of Control:** The chain of command is well-defined, with clear lines of authority from top management to frontline employees. However, the span of control, especially at middle management levels, is wide, leading to potential issues with supervision and decision-making delegation.

**Centralization/Decentralization:** ABC Corporation operates with a predominantly centralized decision-making structure, where key decisions are made at the top levels of management. While this ensures consistency and control, it may hinder responsiveness to local market dynamics and innovation at lower levels.

**Case Study Questions:**

**Ques1.** Explain the concept of work specialization and its application at ABC Corporation. How does work specialization contribute to organizational efficiency and employee roles?

**Ques2.** Discuss the departmentalization approach used at ABC Corporation. How does functional departmentalization contribute to expertise and collaboration within the organization?

**Ques3.** Evaluate the chain of command structure at ABC Corporation. How does it facilitate decision-making and authority within the organization?

**Ques4.** Analyze the span of control at ABC Corporation. What are the implications of a wide span of control for managerial effectiveness and employee supervision?

**Ques5.** Discuss the degree of centralization versus decentralization at ABC Corporation. How does the organizational structure influence decision-making agility and innovation?

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**Section (C)**

**Subjective Questions**

**Ques1.** Critically analyze the role of perception in organizational behavior. Discuss the perception process, the factors influencing perception, and the common barriers to accurate perception. Use relevant examples to illustrate how misperceptions can impact organizational effectiveness.

**Ques2.** Discuss the significance of motivation in organizational behavior. Explain the major theories of motivation and their application in the workplace. Provide examples of how different motivational strategies can be implemented to enhance employee performance and satisfaction.

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