

UNIT-II

11. Discuss the types of attitude. What can be done to bring about a change in attitude?
12. Explain Maslow's theory of motivation.

UNIT-III

13. Discuss the factors contributing to group cohesiveness.
14. Discuss the dimensions of organisational culture.

UNIT-IV

15. What can be the sources of conflict? How can managers prevent conflict?
16. What are the characteristics of a learning organisation? What are the strategies for creating a learning organisation?

SECTION-C

17. **Read the following case and answer the questions given below the case.**

S.F. Limited is a non-banking finance company, engaged in financing hire purchase of transport vehicles, more particularly heavy and medium trucks. It has its branches in most of the large cities of Northern India. Deepak joined this company after doing MBA with finance major. After serving for six months at the head office of the company, he was appointed as branch manager in a big city. After joining this branch, Deepak found that the branch was not working with its full potential. He further realized that the staff members were not adequately motivated. There were five staff members, four of them being office personnel while one person was working as a class four employee. Deepak was eager to motivate these four office personnel to improve the workings of the branch. In order to do so, he analyzed the personality features and need patterns of these four employees. His analysis revealed that: Arvind, the senior most employee, is quite creative and may be called as genius to some extent. However, he is highly emotional and always looks for praise from others. Most of the time, he talks about himself and wants to become centre of attention. He tends to live in fantasies and day-dreaming. His work behavior shows that as long as others praise his work, he comes up with innovative and creative ideas. For every success, he tries to grab all the credit and when there is a sign of failure, he tends to push the responsibility on his colleagues.

Mohan, the next senior most employee, appears to care more about himself and his family consisting of his wife and the only son. His thinking is that he is doing the job to support and provide happiness to his family. He believes that at least minimal job performance standard should be maintained so that the company does not have any negative perception about his work performance. He is very social and creates friendly atmosphere whenever he meets anyone including the company's customers.

Rajesh, the third employee in seniority, is quite opposite to Mohan. Rajesh is quite loyal to the company and responds well to its rules and incentive plans. However, he lacks initiative. He does not do anything independently though he does the work well which is assigned to him by the branch manager.

Sohan, the fourth employee, is quite intelligent and assertive. He works for earning more money and believes in job hopping implying that he would readily change his job if offered more money from someone else. In his present job, he works overtime to earn more money. Deepak informally collected the information about Sohan from his previous employer. This information content is "*Sohan is very adamant and has a forceful and driving personality. With us, he performed very well but his personality was so strong that we were glad to get rid of this argumentative, adamant, and arrogant fellow.*"

Questions :

- a. Analyze the need patterns of these four employees of S.F. Limited in light of content theories of motivation
- b. Advise Deepak about the strategies that he should adopt for motivating his subordinates for better performance.

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