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Subject Code:- BSPGDT107

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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, NIET BUSINESS SCHOOL,  
GREATER NOIDA

(An Autonomous Institute Affiliated to AKTU, Lucknow)

PGDM

TRIMESTER: I - THEORY EXAMINATION (2024 -2025)

Subject: Organizational Behavior

Time: 2.5 Hours

Max. Marks: 60

General Instructions:

IMP: Verify that you have received the question paper with the correct course, code, branch etc.

1. This Question paper comprises of three Sections -A, B, & C. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.

2. Maximum marks for each question are indicated on right -hand side of each question.

3. Illustrate your answers with neat sketches wherever necessary.

4. Assume suitable data if necessary.

5. Preferably, write the answers in sequential order.

6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

**SECTION-A**

15

1. Attempt all parts:-

1-a. The following is the fundamental goal of Organizational Behaviour. (CO1, K1) 1

- (a) Increase market share
- (b) Understanding and improving employee satisfaction
- (c) Developing new products
- (d) Reducing production costs

1-b. The neurotransmitter that is most commonly associated with reward system in the brain. (CO2, K2) 1

- (a) Serotonin
- (b) Dopamine
- (c) Oxytocin
- (d) Melanine

1-c. The following is not the part of Managerial Grid. (CO3, K2) 1

- (a) Task
- (b) Team
- (c) Improvement
- (d) Country Club

1-d. \_\_\_\_\_ is an environmental force that shapes personality. (CO4, K2) 1

- (a) Gender

- (b) Height
  - (c) Brain size
  - (d) Experience
- 1-e. The Johari Window model is a psychological tool used to improve: (CO5, K3) 1
- (a) Communication and self-awareness
  - (b) Physical health and wellness
  - (c) Financial management skills
  - (d) Decision-making abilities

2. Attempt all parts:-

- 2.a. List any two challenges to organizational behaviour. (CO1, K2) 2
- 2.b. Name the fullform of ERG. (CO2, K2) 2
- 2.c. Define transformational leadership. (CO3, K2) 2
- 2.d. Mention any two external factors of Organizational Change. (CO4, K2) 2
- 2.e. Name the different types of stress. (CO5, K1) 2

**SECTION-B**

15

3. Answer any three of the following:-

- 3-a. Define the following terms: a) Psychology b) Sociology c) Anthropology d) Political Science e) Economics (CO1, K1) 5
- 3-b. Explain in detail the Herzberg Two Factor Theory of Motivation. (CO2, K2) 5
- 3-c. Explain the Life Cycle Theory of Leadership with the help of the various styles. (CO3, K2) 5
- 3-d. Explain the types of Groups in any organisation with suitable example. (CO4, K2) 5
- 3.e. Discuss the sources of stress inside the organization with examples. (CO5, K2) 5

**SECTION-C**

30

4. Answer any one of the following:-

- 4-a. Identify and summarize the key concepts and theories in Organizational Behaviour. Focus on motivation, leadership, group dynamics, organizational culture, and communication. (CO1, K2) 6
- 4-b. XYZ Corporation, a mid-sized technology company, has been experiencing several organizational challenges over the past year. Despite having talented employees and a solid product line, the company faces declining employee morale, increased turnover rates, and a noticeable drop in productivity. These issues have caught the attention of senior management, who are concerned about the impact on the company's long-term performance. After conducting an internal survey, the management identified several key issues like poor communication, lack of recognition, and high level of stress. To address these challenges, the company hired an Organizational Behavior (OB) consultant to analyze the situation and provide recommendations. The OB consultant conducted a thorough analysis of XYZ Corporation's organizational structure, culture, and employee behavior. The key findings included inconsistent leadership styles, weak team

dynamics and negative organizational culture. The OB consultant provided the recommendations to improve the situation such as Enhance Communication, Recognize and Reward Employees, Promote Work-Life Balance, Standardize Leadership Training, and Foster Team Collaboration. After implementing the OB consultant's recommendations, XYZ Corporation saw significant improvements within six months like Employee turnover decreased by 20%, Productivity metrics showed a 15% increase and Employee satisfaction scores improved, with higher ratings in communication, recognition, and work-life balance. Discuss the role organizational culture play in the challenges faced by XYZ Corporation. (CO1, K1)

5. Answer any one of the following:-

5-a. TechSavvy Inc. is a mid-sized technology company specializing in software development. Recently, the company has been facing challenges with employee motivation and retention. A recent survey indicated that employees felt undervalued, underpaid, and lacked growth opportunities within the company. Additionally, there was a general sentiment that their contributions were not adequately recognized.

6

Maria, a senior software developer, has been with TechSavvy for five years. She is highly skilled and has made significant contributions to several key projects. However, lately, she has felt demotivated. Despite her hard work, she hasn't received a promotion or a raise in the last two years. Her team often works long hours, but the extra effort is rarely acknowledged by management. Maria has considered leaving TechSavvy for another company that offers better pay and career advancement. However, she enjoys her colleagues and the company's culture, which makes her hesitant to leave. Management's Response: Recognizing the growing dissatisfaction among employees, TechSavvy's management decided to implement several changes like Career Development Programs: They introduced a clear path for promotions and internal transfers, along with regular training and development workshops, Recognition and Rewards: A new employee recognition program was launched, highlighting outstanding achievements and contributions monthly, Work-Life Balance Initiatives: To reduce burnout, the company introduced flexible working hours and the option to work from home, Compensation Review: A company-wide salary review was conducted to ensure that compensation packages were competitive with industry standards. Within a few months, employee satisfaction surveys showed improvement. Maria, in particular, felt more motivated as she was promoted to a lead developer role, received a pay increase, and her contributions were recognized at a company-wide meeting. Discuss the role did recognition play in enhancing motivation according to Herzberg's Two-Factor Theory. (CO2, K2)

5-b. TechSavvy Inc. is a mid-sized technology company specializing in software development. Recently, the company has been facing challenges with employee motivation and retention. A recent survey indicated that employees felt undervalued, underpaid, and lacked growth opportunities within the company. Additionally, there was a general sentiment that their contributions were not adequately recognized.

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6. Answer any one of the following:-

- 6-a. GreenTech Solutions, a renewable energy company, decided to implement a new software system to streamline operations and improve efficiency. The management believed this change would reduce costs and enhance productivity. However, many employees, especially those who had been with the company for a long time, resisted the change. They were comfortable with the old system and feared that the new technology would be difficult to learn and might threaten their job security. Despite training sessions and meetings to explain the benefits of the new software, resistance persisted. Employees continued using the old system, complained about the new processes, and expressed concerns about the lack of adequate support during the transition. This resistance began to slow down the company's operations and affected project timelines. To address the resistance, the leadership team increased their efforts to communicate the long-term benefits of the new system. They also created a support team to provide hands-on assistance, offered additional training, and gathered feedback to understand employee concerns better. Over time, with consistent support and open communication, employees gradually began to accept and adapt to the new software. Discuss the main reasons for resistance to the new software at GreenTech Solutions. Explain how did the resistance impact the company's operations. (CO3, K2) 6
- 6-b. You are the leader of a cross-functional team at a growing company that is launching a critical project to expand into a new market. The success of this project is vital for the company's future, and there is high pressure to deliver results quickly. Your team is composed of individuals with different expertise, 6

work styles, and levels of experience, and some team members are already showing signs of stress due to the ambitious project timeline. Furthermore, there are conflicting opinions within the team on the best approach to achieve the project goals, leading to friction and a lack of cohesion. As the leader, you need to guide your team through this challenging phase. Develop a strategic plan to address the following: Building Team Cohesion: Outline specific actions you would take to create a sense of unity and shared purpose within the team. Managing Stress and Workload: Propose methods to manage the team's stress levels and workload effectively. Communication and Decision-Making: Describe how you would establish clear communication channels and decision-making processes to keep the project on track. Empowering the Team: Explain how you would empower your team members to take ownership of their tasks and contribute their best ideas. Handling Setbacks: In the event of setbacks or unexpected challenges, the leadership approach would you adopt to keep the team focused and resilient. Question: Highlight the leadership principles or styles you would apply in each part of your plan. (CO3, K3)

7. Answer any one of the following:-

- 7-a. Analyze the importance of individual roles and responsibilities in both groups and teams. Also, discuss how roles contribute to the effectiveness of each other. (CO4, K4) 6
- 7-b. Discuss the benefits and drawbacks of using groups and teams in organizations. Provide examples of situations where one might be more advantageous than the other. (CO4, K3) 6

8. Answer any one of the following:-

- 8-a. According to you, describe some stress busting techniques that can be used inside and outside the organization for better effectiveness. (CO5, K3) 6
- 8-b. Discuss the role of workplace wellness programs in addressing and preventing stress. Evaluate the effectiveness of such programs, considering their design, implementation, and impact on employee well-being. (CO5, K3) 6