



Name:	
Enrolment No:	

UPES
End Semester Examination, December 2023

Course: Organizational Behaviour
Program: BBA LLB/B Com LLB
Course Code: HRES2001

Semester: IV
Time : 03 hrs.
Max. Marks: 100

Instructions: Write precise and brief answers

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	<u>Choose the correct option</u>		
A	Which of the following best describes organizational behavior? a) The study of how organizations make profits b) The study of individual behavior within organizations c) The study of how organizations interact with their customers d) The study of how organizations function as a whole	2	CO1
B	Which of the following traits is not a part Big Five Model a) Extraversion b) Agreeableness c) Machiavellianism d) Openness to experience	2	CO1
C	Which theory proposes that employees are motivated by a hierarchy of needs, with basic needs at the bottom and higher-order needs at the top? a) Expectancy theory b) Equity theory c) Maslow's hierarchy of needs d) Theory X and Theory Y	2	CO1
D	Which is the correct sequence of stages in the group development process a) Forming, Storming, Norming Performing b) Forming, Norming, Storming, Performing c) Forming, Performing, Norming, Storming d) Storming, Norming, Forming, Performing	2	CO1

E	According to Herzberg's Two-Factor Theory, which of the following factors are considered motivators? a) Salary and benefits b) Job security and working conditions c) Recognition and advancement d) Company policies and procedures	2	CO1
SECTION B 4Qx5M= 20 Marks			
	<i>Answer the following questions</i>		
Q2A	Examine the statement- 'Perception is a key factor in managerial effectiveness.'	5	CO2
Q2B	Critically analyze any one of the motivation theories you are conversant with.	5	CO2
Q2C	What is organizational culture? Illustrate the methods through which organizations can keep their culture alive.	5	CO2
Q2D	Explain the difference between classical conditioning and operant conditioning in the context of organizational behavior. Provide examples to illustrate your answer.	5	CO2
SECTION-C 2Qx10M=20 Marks			
	<i>Answer the following questions</i>		
Q3A	Analyze the role of observational learning in the workplace according to Bandura's Social Learning Theory with examples and discuss strategies that organizations can employ to facilitate positive observational learning experiences.	10	CO3
Q3B	You are an employee at a mid-sized software development company. Over the past year, you've consistently exceeded your performance targets and received positive feedback from your supervisors and colleagues. However, during your annual performance review, you discover that your salary increase is minimal, and there's no mention of a promotion or additional responsibilities. Question: Evaluate the applicability of Herzberg's Two-Factor Theory in understanding the employee's perspective in this situation. Compare and contrast Herzberg's motivators and hygiene factors to the employee's dilemma and discuss potential strategies the employer could employ to address the employee's concerns for maintaining positive working relationships.	10	CO3

SECTION-D
2Qx25M= 50 Marks

Study the following case and answer the questions that follow:

Q4A

Rajesh is the CEO of a struggling manufacturing company that has been experiencing declining profits and low employee morale. Recognizing the need for change, Rajesh implements a series of leadership initiatives to turn the company around.

As part of his strategy, Rajesh adopts a leadership approach to inspire and motivate employees to embrace innovation and strive for excellence. He communicates a compelling vision for the company's future, emphasizing the importance of teamwork, creativity, and continuous improvement. Rajesh leads by example, demonstrating passion, integrity, and a willingness to take calculated risks.

To foster a culture of empowerment and collaboration, Rajesh encourages open communication and solicits input from employees at all levels of the organization. He creates cross-functional teams to tackle key challenges and encourages employees to share their ideas and insights freely. Rajesh invests in employee development programs, providing training and mentorship opportunities to help individuals reach their full potential.

In addition, Rajesh also incorporates some changes to ensure accountability and efficiency within the organization. He establishes clear performance metrics and goals, rewarding employees for achieving targets and meeting deadlines. Rajesh implements performance-based incentives, such as bonuses and promotions, to recognize and reinforce desirable behaviors and outcomes.

Questions:

1. Considering Rajesh's approach to leadership, analyze how his adoption matches with transformational and transactional leadership styles. Discuss in detail the specific actions and strategies Rajesh employs to inspire innovation, foster collaboration, and drive performance improvement within the organization.
2. Put yourself in the shoes of an employee at Rajesh's company. How would you respond to his leadership initiatives? Discuss the potential impact of Rajesh's transformational leadership approach on your motivation, job satisfaction, and willingness to contribute to the company's success. Additionally, evaluate the effectiveness of the transactional leadership elements, such as performance-based incentives, in influencing your behavior and performance at work.

25

12.5
***2=25**

CO4

Q4B	<p>As the Human Resources Manager at a multinational corporation operating in a highly competitive industry, you are confronted with several challenges related to employee motivation, engagement, and turnover. In such a dynamic and demanding environment, where innovation and performance are paramount for success, maintaining high levels of employee motivation is crucial. However, the company is experiencing issues such as declining productivity, low employee morale, and high turnover rates, which threaten its ability to compete effectively in the market. Employees feel undervalued and unappreciated for their contributions, leading to feelings of dissatisfaction and resentment. The absence of meaningful recognition and rewards diminishes motivation and diminishes the company's ability to retain top talent. Employees perceive limited opportunities for career advancement and professional development within the organization, leading to frustration and stagnation. The lack of clear pathways for growth hampers motivation and contributes to turnover.</p> <p>Given these challenges, your task as the Human Resources Manager is to develop and implement effective strategies to improve employee motivation, engagement, and retention within the multinational corporation.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Drawing upon relevant motivational theories, propose two distinct strategies to address the company's challenges with employee motivation, engagement, and turnover. Explain how each strategy aligns with the principles and assumptions of the chosen motivational theory and how it addresses specific challenges faced by the organization. 2. Considering the above issues, design and analyze comprehensive strategies for enhancing the organizational culture by integrating principles from both leadership and motivation theory. 	<p>12.5 *2=25</p>	<p>CO4</p>