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**PRESIDENCY  
UNIVERSITY  
BENGALURU**

**School of Management**

**Mid - Term Examinations – November 2024**

**Semester: I**

**Date: 06-11-2024**

**Course Code: MBA1023**

**Time: 09:30am – 11:00pm**

**Course Name: Organizational Behaviour**

**Max Marks: 50**

**Program: MBA**

**Weightage: 25%**

**Instructions:**

*(i) Read all questions carefully and answer accordingly.*

*(ii) Do not write anything on the question paper other than roll number.*

**Part A**

**Answer ALL the Questions. Each question carries 3 marks.**

**5QX3M=15M**

- |  |         |           |     |
|--|---------|-----------|-----|
| 1. Organizational Behaviour (OB) is made by the contributions of many disciplines. Describe in your words.   | 3 Marks | Knowledge | CO1 |
| 2. As per R.L. Kats, identify skills that are essential for all levels of Managers.  | 3 Marks | Knowledge | CO1 |
| 3. Resolving conflicts between two employees or groups of a department is one among the roles as given by Henry Mintzberg. Outline this statement in your words. | 3 Marks | Knowledge | CO1 |
| 4. Describe the attitude and related constructs that contribute to make human behavior.  | 3 Marks | Knowledge | CO2 |
| 5. Describe emotions and moods.  | 3 Marks | Knowledge | CO2 |

**Part B**

**Answer ALL the Questions. Each question carries 10 marks.**

**2QX10M=20M**

- |  |          |             |     |
|--|----------|-------------|-----|
| 6. 'Team diversity can be an instrumental factor in a company's success.' Illustrate the issues and benefits of diverse workforce.                                       | 10 Marks | Application | CO1 |
| OR   |          |             |     |
| 7. As per Gallup's 2024 'State of the Global Workplace Report'. 62% of the employees are not engaged at work. Relate the issues and solutions for employees' engagement. | 10 Marks | Application | CO1 |
| OR   |          |             |     |
| 8. "Attitudes are evaluative statements that shape our behavior". Illustrate the theories that contribute to frame our attitudes.  | 10 Marks | Application | CO2 |
| OR   |          |             |     |
| 9. When we group emotions into positive and negative categories, they become mood states. Illustrate with examples the sources of emotions and moods.                    | 10 Marks | Application | CO2 |

### Part C

Answer the Question. Question carries 15 marks.

1QX15M=15M

10. Emotions are an inevitable part of people's behavior at work. At the same time, it's not entirely clear that we've reached a point where people feel comfortable expressing *all* emotions at work. The reason might be that business culture and etiquette remain poorly suited to handling overt emotional displays. The question is, can organizations become more intelligent about emotional management? Is it ever appropriate to yell, laugh, or cry at work?

15 Marks      Analysis      CO2

Some people are skeptical about the virtues of more emotional displays at the workplace. As the chapter notes, emotions are automatic physiological responses to the environment, and as such, they can be difficult to control appropriately. One 22-year-old customer service representative named Laura who was the subject of a case study noted that fear and anger were routinely used as methods to control employees, and employees deeply resented this use of emotions to manipulate them. In another case, the chairman of a major television network made a practice of screaming at employees whenever anything went wrong, leading to badly hurt feelings and a lack of loyalty to the organization. Like Laura, workers at this organization were hesitant to show their true reactions to these emotional outbursts for fear of being branded as "weak" or "ineffectual." It might seem like these individuals worked in heavily emotional workplaces, but in fact, only a narrow range of emotions was deemed acceptable. Anger appears to be more acceptable than sadness in many organizations, and anger can have serious maladaptive consequences.

Others believe organizations that recognize and work with emotions effectively are more creative, satisfying, and productive. For example, Laura noted that if she could express her hurt feelings without fear, she would be much more satisfied with her work. In other words, the problem with Laura's organization is not that emotions are displayed, but that emotional displays are handled poorly. Others note that use of emotional knowledge, like being able to read and understand the reactions of others, is crucial for workers ranging from salespeople and customer service agents all the way to managers and executives. One survey even found that 88 percent of workers feel being sensitive to the emotions of others is an asset. Management consultant Erika Anderson notes, "Crying at work is transformative and can open the door to change." The question then is, can organizations take specific steps to become better at allowing emotional displays without opening a Pandora's Box of outbursts?

#### Questions :

- a) Research shows that acts of co-workers (37 percent) and management (22 percent) cause more negative emotions for employees than do acts of customers (7 percent). Appraise the factors that Laura's company should do to change its emotional climate. (5marks)
- b) Illustrate how emotions of employees impact their and organizational performance? (5marks)
- c) Outline the impact of emotional labour on employees. (5marks)