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PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations - December 2025

Date: 24- 12-2025

Time: 09:30am - 12:30pm

School: SOM-PG	Program: MBA		
Course Code: OBH4111	Course Name: Human Behavior in Organizations		
Semester: I	Max Marks: 100	Weightage: 50%	

CO - Levels	CO1	CO2	CO3	CO4	CO5
Marks	22	22	28	28	NA

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 3marks.

10Q x 3M=30M

1.	Summarize the contribution of 'Hawthorn Experiments' in the field of organizational behavior.	3 Marks	L2	CO1
2.	Describe the important skills required for managers as given by R.L. Kats.	3 Marks	L2	CO1
3.	Summarize the benefits of employee diversity to an organization.	3 Marks	L2	CO1
4.	Discuss the influence of globalization on organizational behavior in modern workplaces.	3 Marks	L2	CO1
5.	Determine the behavior of a highly conscientious employee by using the Big five Personality model.	3 Marks	L3	CO2
6.	Employee performance can be improved by the manager using classical or operant conditioning. Demonstrate	3 Marks	L3	CO2
7.	According to Udai Pareek, "Perception can be defined as the process of receiving, selecting, organizing, interpreting, checking and reacting to	3 Marks	L3	CO2

	the sensory stimuli or data". Illustrate the terms 'receiving, selecting, organizing, interpreting of sensory data'.			
8.	Illustrate few examples for 'Personal Beliefs'.	3 Marks	L3	CO2
9.	Appraise the components of Vroom's Expectancy Theory.	3 Marks	L4	CO3
10.	Assess whether Servant Leadership is more effective than Authentic Leadership in promoting employee well-being and ethical behavior.	3 Marks	L5	CO4

Part B

Answer the Questions.

Total Marks 40M

11.	a.	Managers shape the culture of their teams and workplaces in countless ways. They have to play different roles for the growth of Business. Explain with examples different managerial roles as given by Henry Mintzberg.	10 Marks	L2	CO1
Or					
12.	a.	As per September 3, 2024 Article by Gallup, 'A Majority of Unethical Behaviour Goes Unreported and Unresolved'. Explain with examples the unethical behavior of employees and suitable policies and practices to check such behavior.	10 Marks	L2	CO1
Or					
13.	a.	As per Stephan P Robbins, "Attitudes are evaluative statements—either favorable (positive) or unfavorable (negative)—about objects, people, or events." Illustrate different techniques for measuring attitudes.	10 Marks	L3	CO2
Or					
14.	a.	The Myers-Briggs Type Indicator (MBTI) is a most widely-used instrument to measure personality in the world. Demonstrate all types of Personalities as evaluated with MBTI. Support your answer with examples.	10 Marks	L3	CO2
Or					
15.	a.	Critically analyze the relevance of Maslow's theory in today's multicultural and digital workplaces. Does the hierarchy still hold true for remote employees?	10 Marks	L4	CO3
Or					
16.	a.	Analyze how managers can design a reward system that effectively integrates both intrinsic and extrinsic rewards to achieve long-term motivation. Provide practical examples.	10 Marks	L4	CO3
Or					
17.	a.	Research has shown that teams go through different stages during its development. Explain the Tuckman's Group Development model in detail for team development and performance.	10 Marks	L5	CO4
Or					

18.	a.	Assess the relevance of LMX Theory in modern, virtual, and cross-cultural teams. Support your answer with examples.	10 Marks	L5	CO4
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Part C

Answer all the Questions. Each question carries 15marks

2Q x 15M=30M

19.	a.	<p>GreenTech Solutions is a mid-sized renewable-energy company based in Chandigarh. Over the past few years, the company grew rapidly, but in recent months, the management noticed a decline in employee enthusiasm and productivity.</p> <p>Surveys revealed that employees were putting in minimal effort, taking frequent leaves, and showing less creativity in problem-solving. Several talented engineers had left for competitors.</p> <p>Ritu Sharma, the new HR manager, decided to explore the root causes of declining motivation. She conducted interviews and found the following issues:</p> <ul style="list-style-type: none"> • Lack of Recognition: Employees felt that their efforts were not appreciated. • Limited Growth Opportunities: Promotions were rare and based on seniority rather than performance. • Work Overload: Teams were short-staffed, and deadlines were tight. • Monetary Rewards: Salaries were competitive, but bonuses were inconsistent. • Rigid Work Environment: The company discouraged remote work and flexible hours. <p>Ritu realized that while financial incentives were adequate, employees did not feel valued or inspired. She proposed introducing a Recognition & Growth Program, including:</p> <ul style="list-style-type: none"> • Monthly “Star Performer” awards • Individual career development plans • Flexible work schedules • Cross-departmental innovation projects <p>After six months surveys showed an increase in job satisfaction, creativity, and team collaboration. Employees reported feeling more motivated, appreciated, and connected to company goals.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Identify the motivational problems faced by GreenTech Solutions before Ritu’s intervention. (05 marks) 2. Using Herzberg’s Two-Factor Theory, identify the factors that caused dissatisfaction and those that improved motivation. (05 marks) 3. Examine whether Ritu’s initiatives addressed both intrinsic and extrinsic aspects of motivation. (05 marks) 	15 Marks	L4	CO3
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20.	a.	<p>In 2008, facing a serious shortage of leadership-ready employees at the store management level, Walmart decided to recruit from the U.S. military. The company sent recruiters to military job fairs and hired 150 junior military officers, pairing them with store mentors to learn on the job. The result: Walmart claims that it's been able to bring in world-class leaders who were ready to take over once they had learned the retail business that Walmart could easily teach them. Other organizations that have heavily recruited from the military in recent years include GE, Home Depot, Lowe's, State Farm Insurance, Merck, and Bank of America. It's not really surprising to see companies turn to the military for leadership potential. A long tradition of books and seminars advises leaders to think like military leaders ranging from Sun Tzu to Norman Schwarzkopf. And military veterans do have a variety of valuable skills learned through experience. General David Petraeus notes, "Tell me anywhere in the business world where a 22- or 23-year-old is responsible for 35 or 40 other individuals on missions that involve life and death . . . They're under enormous scrutiny, on top of everything else.</p> <p>These are pretty formative experiences. It's a bit of a crucible-like experience that they go through." Military leaders are also used to having to make due in less-than-optimal conditions, negotiate across cultures, and operate under extreme stress. However, they do have to relearn some lessons from the service. Some may not be used to leading someone like an eccentric computer programmer who works strange hours and dresses like a slob, but who brings more to the company's bottom line than a conventional employee would. Indeed, in some companies like Google, there is nothing like the chain of command military leaders are used to. Still, most forecasts suggest there will be an ample supply of battle-tested military leaders ready to report for corporate duty in the near future, and many companies are eager to have them.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. Contrast the qualities of military leaders and corporate leaders and suggest un-learning and re-learning for military leaders to be corporate leaders. (07 Marks) 2. Predict the leadership perspectives most suitable for military leaders and corporate leaders. (08 Marks) 	15 Marks	L5	CO4
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