



PRESIDENCY UNIVERSITY

BENGALURU

Roll No.													
----------	--	--	--	--	--	--	--	--	--	--	--	--	--

Mid - Term Examinations – December 2025

Date: 10 / 12/ 2025

Time: 02:00pm – 03:30pm

School: SOM-PG	Program: MBA	
Course Code: OBH4111	Course Name: Human Behaviour in Organizations	
Semester: I	Max Marks: 50	Weightage: 25%

CO - Levels	C01	C02	C03	C04	C05
Marks	25	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 3marks.

5Q x 3M=15 Marks

1	Explain Organizational Behavior and its importance for managers in modern organizations.	3 Marks	L2	C01
2	Describe the contribution of psychology and sociology to the study of Organizational Behavior.	3 Marks	L2	C01
3	Differentiate between managerial roles as identified by Henry Mintzberg.	3 Marks	L2	C01
4	Describe the importance of employability skills in the context of Organizational Behavior.	3 Marks	L2	C01
5	Explain the contribution of employee engagement to organizational effectiveness.	3 Marks	L2	C01

Part- B

Answer all the Questions

2Qx10M = 20 Marks

6.	Interpret the managerial challenges posed by globalization, workforce diversity, and technology in understanding employee behavior.	10 Marks	L2	C01
Or				
7.	Explain the evolution of Organizational Behavior as a field of study and its historical developments in shaping modern organizational practices.	10 Marks	L2	C01

8.	A manager observes that one of their employees, Ravi, is consistently quiet during team meetings. The manager assumes Ravi is not motivated and gives him fewer important tasks. Apply the perception process and related concepts causing this misjudgment.	10 Marks	L3	C02
Or				
9.	Your team has experienced low morale and frequent conflicts. Younger employees value autonomy, while senior employees prefer structured processes. Apply your understanding of values, attitudes, and beliefs to identify the causes of conflict .	10 Marks	L3	C02

Part- C

Answer the following questions

1Qx15M=15Marks

10.	<p>Case Study: “Perception and Attitudes in Action at TechNova Solutions”</p> <p>Background</p> <p>TechNova Solutions is a mid-sized IT services company specializing in cloud computing and data analytics. The company has grown rapidly over the last five years, expanding its workforce from 150 employees to over 500. The workforce now includes multiple generations: Baby Boomers, Generation X, Millennials, and a growing number of Gen Z employees. TechNova prides itself on its innovative culture but has recently faced challenges in team dynamics, employee engagement and performance management</p> <p>Scenario</p>	15 Marks	L3	C02
-----	--	----------	----	-----

	<p>Perception Challenges</p> <p>Rahul, a project manager, has observed that some employees are not participating actively in team meetings. He notices that employees like Meera, who often remain quiet during discussions, rarely volunteer ideas. Based on these observations, Rahul assumes Meera and a few others are disengaged and unmotivated. Consequently, he begins to assign more complex and critical tasks to more vocal employees, like Arjun and Priya, believing they are the most committed.</p> <p>Over time, some employees, including Meera, feel overlooked and undervalued. Their morale begins to drop, which surprisingly affects the overall team performance. Interestingly, Meera has consistently completed her individual tasks on time and with high quality, but her quiet demeanor has led to misperception by her manager.</p> <p>Rahul's misjudgment highlights perceptual errors such as the halo effect, stereotyping, and selective perception. Other team members begin to notice favoritism, which further impacts team cohesion and trust.</p> <p>Attitude Challenges</p> <p>In addition to perception issues, TechNova is facing challenges in employee attitudes toward its newly implemented performance management system. Employees perceive the system as biased and overly complex, resulting in resistance and low participation. Some employees openly criticize the system, claiming that it favors certain project teams over others.</p> <p>HR manager Sneha notices that employees' attitudes toward the system consist of three components:</p> <ol style="list-style-type: none"> 1. Cognitive Component: Employees believe the system is unfair. 2. Affective Component: Employees feel frustrated and undervalued. 3. Behavioral Component: Employees resist actively participating in the evaluation process. <p>To address these attitude challenges, HR has initiated workshops and feedback sessions, but progress has been slow. Some employees still hold negative attitudes, which influence their productivity and collaboration with peers.</p> <p>Organizational Implications</p> <p>The combination of perception errors and negative attitudes is causing:</p> <ul style="list-style-type: none"> • Reduced employee engagement and motivation. • Decline in teamwork and knowledge sharing. • Increase in minor conflicts between employees and project managers. 			
--	---	--	--	--

	<ul style="list-style-type: none"> • Lower overall team performance, despite individual competence. <p>Additionally, generational differences exacerbate the problem. Younger employees prefer autonomy and flexibility, whereas senior employees value structured processes and strict adherence to reporting lines. These conflicting values and beliefs are creating tension and misunderstandings within project teams.</p> <p>Current Initiatives at TechNova</p> <ol style="list-style-type: none"> 1. Manager Training on Perception Bias: Rahul and other managers are attending training sessions to recognize perceptual errors and avoid favoritism. 2. Attitude Change Workshops: HR has implemented workshops to communicate the rationale and fairness of the new appraisal system. 3. Employee Feedback Systems: Employees can now submit anonymous feedback on managerial decisions and appraisal experiences. 4. Team-Building Exercises: Activities are organized to improve interpersonal understanding and cohesion between diverse employees. <p>While these initiatives are positive, they have not yet fully addressed the underlying perception and attitude issues that affect individual and organizational performance.</p> <p>Questions</p> <p>Q1. Apply the perception process and related concepts to brief Rahul's misjudgment of Meera. (5 Marks)</p> <p>Q2. Interpret TechNova's internal Strengths and Weaknesses, as well as external Opportunities and Threats with respect to perception and attitude management. (5 Marks)</p> <p>Q3. Illustrate strategies HR Managers can implement to improve employee attitude towards the performance management system, considering the cognitive, affective, and behavioral components of attitude. (5 Marks)</p>		
--	--	--	--

***** BEST WISHES *****