



<b>ROLL NO.</b>	
<b>ID NO.</b>	

**PRESIDENCY UNIVERSITY, BENGALURU**  
**SCHOOL OF MANAGEMENT**

Max Marks: 100

Max Time: 180 Mins

Weightage: 40 %

**END TERM FINAL EXAMINATION**

I Semester AY 2017-18

Course: **HRM 101 ORGANIZATIONAL BEHAVIOUR**

2 JAN 2018

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**Instructions:**

- i. Write legibly
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**Part A**

[10 Q x 2 M= 20 Marks]

1. What is perception? What factors influence perception?
2. What is stereotyping? Give an example.
3. What is MBO?
4. What is Brain storming?
5. List the types of teams. Give examples for each.
6. Write short notes on transformational leaders.
7. What is power? How is leadership different from power?
8. What is matrix organization structure? Give example.
9. Differentiate Functional and Dysfunctional conflict.
10. What is socialization? What are the three stages?

**Part B**

[8 Q x 5 M= 40 Marks]

11. Illustrate how attribution theory helps people to make judgments about others?
12. What are some of the common decision biases or errors that people make? Explain.
13. Write short notes on the following theories of motivation:
  - a. Herzberg Two Factor Theory [2.5 Marks]
  - b. Equity Theory [2.5 Marks]
14. How do group norms influence an individual's behaviour? Illustrate with example.
15. What are the causes and consequences of political behaviour? Explain with suitable examples.
16. What are the elements that define an organization's structure? Explain each with example.
17. Explain, using examples, the steps of the conflict process?
18. Why do individuals resist change? How do you overcome the resistance to change?

## Part C

[2 Q x 20 M= 40 Marks]

19. i) Do you believe that men and women differ in how they lead? If so, what are some of the factors that might account for the differences? Name any one charismatic leader from both the genders and explain why you consider them to be the most charismatic? [10 Marks]

ii) How is mentoring valuable to leadership? What are the keys to effective mentoring? [10 Marks]

### 20. Case Study: Pinnacle Home Builders

Mr. Rajesh, founder of Pinnacle Home Builders, feels that his office isn't cheerful, pleasant as it used to be earlier. When the company was building six homes a year, everyone appeared to be dedicated to meeting deadlines, controlling costs, and keeping customers highly satisfied. But over the past two years the company has grown to build 15 houses and added two new employees. Now it seems like everything is falling through the cracks: Deadlines are missed, mistakes are made on the houses, and work has to be redone. In addition, no one wants to accept responsibility for mistakes, and everyone blames someone else. Rajesh has also noticed that tempers are shorter, and he even has found himself arbitrating territorial disputes between departmental functions.

Yes, people may have become burned out from the increased work, but Rajesh had hired additional help in both the office and the field, and had increased salaries to keep pace with the market. But a lot of the fun and spark has gone out of the work. Mr. Rajesh feels that all these issues arise due to lack of customer centric culture. He soon realized that the service offered by his company is complicated, time-consuming and frustrating for customers. He feels that employees should focus towards being efficient and effective. Rajesh feels a distinct lack of enthusiasm or motivation amongst the employees.

In the above context, answer the following questions:

i) How can Mr. Rajesh motivate his employees to improve the organizational effectiveness and efficiency? Explain using any motivation theory? [10 Marks]

ii) Explain, using suitable illustrations, how can Mr. Rajesh create and sustain a 'Positive Organizational Culture'? [10 Marks]



# PRESIDENCY UNIVERSITY, BENGALURU

## SCHOOL OF MANAGEMENT

Max Marks: 60

Max Time: 120 Mins

Weightage: 20 %

### 2017 MBA I SEMESTER MID TERM EXAMINATION

I Semester  
AY 2017-2018

Course: **HRM 101 Organizational Behaviour**

15 Nov 2017  
9.30 AM – 11.30 AM

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#### Instructions:

- i. Write legibly
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#### Part A

(5 Q x 2 M= 10 Marks)

1. What is an organization?
2. Give the Mintzberg's Managerial Roles?
3. What is intellectual ability? Give examples.
4. What is Cognitive dissonance? Give example.
5. What is personality? What factors determine Personality?

#### Part B

(5 Q x 6 M= 30 Marks)

6. Explain OB Model using a suitable illustration?
7. What are the Big Five personality traits? How the Big Five traits do predicts work behaviour?
8. How do organizations manage diversity effectively? Explain, using examples.
9. Discuss the factors that affect whether behaviour follows from attitudes?
10. What personality traits are relevant to OB? Explain any five of them.

#### Part C

(1 Q x 20 M= 20 Marks)

11. With the technological advancements in the 21<sup>st</sup> century it is expected that the employees will have shorter workweek. But in the wired work world of today, where employees can reach "the office" from wherever they are, many managers are finding it extremely difficult to get away from their jobs. In fact, one employment firm estimated that 30 percent of professionals take less than their allotted vacation time, and 42 percent said they have to cancel vacation plans regularly. Long Hours, Hundreds of E-Mails, and No Sleep have become part of many corporate executive's lives. However, some people find such jobs satisfying even though they are time-consuming and stressful.
  - a. Do you think only certain individuals are attracted to these types of jobs, or is it the characteristics of the jobs themselves that are satisfying? Explain personality job-fit theory in the above context? (12 Marks)
  - b. How do job satisfaction / dissatisfaction influence the employee performance? (8 Marks)