

Seat No. : _____

JG-101

January-2025

MBA-I, Sem.-I

Organizational Behaviour

Time : 2:30 Hours]

[Max. Marks : 70

Note : All questions carry equal marks unless mentioned otherwise.

1. Define the following terms in **NOT MORE THAN TWO SENTENCES** :
 - (a) Group cohesion
 - (b) Employee engagement
 - (c) Attribution
 - (d) Self-actualization
 - (e) Role
 - (f) Stress
 - (g) Ego state

2. Answer at length : (**ANY TWO**)
 - (a) Explain the factors that shape personality.
 - (b) Explain major approaches to managing conflict.
 - (c) Explain the Johari framework of feedback.

3. Write short notes : (**ANY TWO**)
 - (a) Groupshift (polarization)
 - (b) Distributive bargaining
 - (c) Strong vs weak organization cultures

4. Read the description and name the concerned concept(s). Once you have identified the concept, explain your reasoning why you think the description provided is fitting that concept (**ANY TWO**) :
 - (a) In a large manufacturing firm in Pune, the management structure is clearly hierarchical. During a recent team meeting, the senior manager, Mr. Sharma, presented a new project plan. The junior employees listened attentively but did not voice their opinions or suggestions. Instead, they waited for Mr. Sharma to direct them on their specific tasks. This behaviour is common in the organization, where employees generally expect clear instructions from their superiors and rarely challenge decisions made by higher-ups. Despite changes in society, the traditional respect for authority and acceptance of unequal power distribution remain prevalent. Back your answer by a complete explanation.

- (b) In a leading multinational corporation in India, a project team is regularly facing incompatible opinions about the team's approach towards execution of important projects. During team meetings, Priya, the project manager, realizes that her team members are deeply invested in their respective ideas. Prioritizing harmony and avoiding tensions, she frequently sets aside her own vision for the project and supports proposals that she believes are less effective but will please the majority of the team. Priya hopes that by doing so, she can foster goodwill and collaboration among her colleagues, even though she feels some resentment about not voicing her true opinions. What is Priya's style of managing conflict? Support your answer with relevant framework.
- (c) In a vibrant college campus in Delhi, Riya, a final-year student majoring in Environmental Science, spends her weekends volunteering at a local NGO focused on sustainability. She dedicates her time to organizing community clean-up drives and educating residents about recycling practices. Riya finds immense joy and satisfaction in her work, driven by her passion for the environment and the positive impact she believes she is making in her community. Despite the challenges of balancing her studies and volunteer commitments, she feels energized and fulfilled by the knowledge that she is contributing to a cause she deeply cares about. How would you describe Priya's motivation? Explain your answer.

5. At TechSolutions Pvt. Ltd., a rapidly growing software development company in Hyderabad, the pressure to meet tight deadlines has been mounting. The project manager, Vikram, is overseeing critical projects that require his team to deliver new applications within an unusually short timeframe. TechSolutions is a start-up for which execution of these early projects will determine its success. As the deadlines approach, Vikram notices a strange edginess among his team members. While usually there is a lighthearted chat and laughter in the workspace, these days there are heated arguments where Vikram has to intervene. The team seems to order junk food all the time. One member, Jatin, even wrote on the team's informal messaging app that he has noticed that the team has become angry somehow. The atmosphere in the office has shifted from one of collaboration to one of tension, with frequent complaints about burnout and fatigue.

Vikram himself is feeling the strain. He finds it difficult to concentrate during meetings and often feels irritable with his colleagues. Despite his efforts to motivate the team, he is aware that the high levels of stress are affecting productivity and morale. During an upcoming team meeting, Vikram wants to address this problem.

Questions for Discussion :

- (1) What specific stress indicators can you identify in the above situation as experienced by Vikram and his team? Use specific names of symptoms present here as well as other symptoms recognized in the theory.
 - (2) What strategies could Vikram implement to manage this stress at both his personal level and within his organization?
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