

**END SEMESTER EXAMINATION, MAY - 2026****B. B. A. Semester – II****Paper Code: 551211****Subject Name: Organisational Behaviour****Subject Code: BBA204****Time allotted: 03 Hours****Max. Marks: 100****Note: Read all the instructions carefully.****Q.1 VERY SHORT ANSWER QUESTIONS – Attempt All [Word limit – 30 words] (10x2 = 20 Marks)**

- a. What is personality? (CO-1)
- b. Define perception. (CO-1)
- c. What is motivation? (CO-1)
- d. What is learning in organizational behaviour? (CO-1)
- e. Differentiate between power and authority. (CO-3)
- f. Differentiate between intrinsic and extrinsic motivation. (CO-2)
- g. What is trait theory of leadership? (CO-2)
- h. What is expert power? (CO-3)
- i. What is attitude? (CO-1)
- j. What is reward power? (CO-3)

**Q.2 SHORT ANSWER QUESTIONS – Attempt any Five [Word limit – 100 words] (5x4 = 20 Marks)**

- a. Differentiate between internal and external locus of control with examples. (CO-3)
- b. Explain Taylor's Scientific Management Theory with key principles. (CO-3)
- c. Discuss Fiedler's Contingency Model of leadership briefly. (CO-3)
- d. Explain different types of reinforcement in learning. (CO-3)
- e. Explain McGregor's Theory X and Theory Y. How do these assumptions influence managerial behaviour? (CO-4)
- f. What are the major causes of resistance to change in organizations? (CO-4)
- g. Examine the key causes of conflict among employees in organizations. (CO-4)

**Q.3 STRUCTURED QUESTIONS – Attempt any Three [Word limit – 200 words] (3 × 10 = 30 Marks)**

- a. Discuss Maslow's Hierarchy of Needs in detail. Evaluate its relevance in today's organizational context. (CO-5)
- b. Discuss the Managerial Grid approach to leadership. How does it classify leadership styles based on concern for people and production? (CO-4)
- c. Discuss Kurt Lewin's Unfreeze–Change–Refreeze Model. Evaluate its effectiveness in managing organizational change and resistance. (CO-5)
- d. Discuss the concept of perception and analyse common perceptual biases in organizational settings. (CO-4)

**P.T.O./-**

**Q.4 CASE / SITUATION – Attempt any Two [Word limit – 300 words] (2 × 15 = 30 Marks)**

- a. A supervisor in a retail store has observed that employees at the billing counter often engage in casual conversations with each other, leading to delays in customer service and long queues. Despite repeated warnings, the behaviour continues, and customer complaints are increasing.

The supervisor now plans to use Organizational Behaviour Modification (OB Mod) techniques to improve employee behaviour and enhance service efficiency. **CO6**

- I. Explain how the manager can use the steps of OB Mod to modify employee behaviour.
- b. Rohit, a marketing manager, is evaluating his team members for annual appraisals. He believes that employees from top-tier institutes are naturally more capable and assigns them important projects from the beginning.

One such employee, Karan, made an excellent presentation in his first month. Since then, Rohit has consistently rated him highly, even though his recent performance has been average.

Another employee, Sneha, joined from a lesser-known college. Initially, she struggled to adjust but has shown significant improvement over the year and consistently delivers high-quality work. However, Rohit still perceives her as less competent and rates her lower.

Additionally, Rohit tends to give better ratings to employees who share similar interests and communication style with him, often overlooking others who perform equally well. **CO6**

- I. Identify and critically analyze perception biases reflected in the case and explain each one of them.
- II. Suggest managerial strategies to reduce perceptual errors and improve decision-making.
- c. A project team in a consulting firm includes two members, Ankit and Riya. Ankit is highly competitive, always in a hurry to meet deadlines, and becomes impatient when others slow down the work. He prefers multitasking and often feels stressed when targets are not achieved quickly.

Riya, on the other hand, works at a steady pace, remains calm under pressure, and focuses on maintaining quality in her tasks. She prefers a balanced approach to work and does not get easily stressed by deadlines.

During a high-pressure project, Ankit becomes frustrated with Riya's relaxed approach, while Riya feels uncomfortable with Ankit's aggressive work style. This difference starts affecting team coordination and performance. **CO-6**

- I. Identify and analyze Type A and Type B personalities in the case.
- II. As a manager, recommend strategies to manage such personality differences and improve team effectiveness.

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