



Delhi School of Business  
PGDM Program  
END-TERM EXAMINATION, OCTOBER 2023  
TERM – I (Batch: 2023-25)

Course Name	ORGANIZATION BEHAVIOUR	Course Code	
Duration	2hours 30 minutes	Max. Marks	60

**Instructions:**

1. Please read the question paper carefully
2. There are two sections in the question paper. Section A has 40 marks in which you need to answer four questions out of the eight. Question 1 is compulsory. All questions in the Section carry equal marks.
3. Section B has 20 marks in which you need to answer all the questions.
4. Please ensure to manage your time judiciously.

**SECTION A (30 MARKS)**

Answer any four questions. All questions carry equal marks.

Q1 Identify if the statements below are TRUE OR FALSE (0.5x20 = 10 marks) CO 1

No	Statement
1.	Valence refers to the individual forces that account for the direction, level, and persistence of a person's efforts expended at work.
2	When discussing motivation, direction refers to an individual's choice when presented with a number of possible alternatives.
3	Content theories of motivation mainly focus on the physiological and psychological deficiencies that people feel a compulsion to reduce or eliminate.
4	Content theories of motivation focus on the thought or cognitive processes within people's minds that influence their behavior
5	Probably the best example of a process theory is Maslow's hierarchy of needs theory.
6	According to Maslow's needs hierarchy, the lower-order needs are esteem and social.
7	Research evidence suggests that the needs in Maslow's hierarchy are more likely to operate in a rigid rather than a flexible order.





8	Research indicates that psychological, safety and social needs become more important than esteem and self-actualization needs as individuals move up the corporate ladder.
9	Synergy is a small group of people with complementary skills, who work actively together to achieve a common purpose for which they hold themselves collectively accountable.
10	Teams that recommend things consist of people with formal responsibility for leading other groups.
11	Teams run <del>the</del> things typically work with a target completion date and disband once their purpose has been fulfilled.
12	Teams that run things lead organizations and their component parts
13	It is interesting to note that a heart surgeon has higher death rates for similar procedures when performed in hospitals where they do more operations.
14	Decision-Making choices usually have a moral dimension that might be overlooked.
15	Teams may suffer from lack of participation error in the stage of decision-making where alternative courses of action are identified and analyzed.
16	In today's environment, with so much focus on competition, research shows that managers and team leaders spend relatively little time dealing with conflicts.
17	Conflict resolution involves a fundamental disagreement over ends or goals to be pursued and the means for their accomplishment.
18	The system of shared actions, values, and beliefs that develops within an organization and guides the behavior of its members is called organizational culture.
19	The organizational culture of a firm emerges from (a) the dialog and discourse among its members and their collective experience over time, (b) the attempts by managers to influence subordinates and (c) pressures from the larger environment in which the members, the managers and organization operate.
20	The impact of change is a product of the quality of the change and the acceptance built for it

Q2. Define Motivation? What are the two types of theories of motivation? Give one example of each. Describe any one theory of motivation besides Maslow's theory? (10 marks – 2+2+2+4) - CO 1&2

Q3. In management we are sometimes not able to take maximising decisions of organization subsystems to optimize the decision for the organization as a whole . Explain





this phenomenon giving examples based on the concept of “bounded rationality”. (10 marks – 5+5) – CO 2&4

**Q4. State and describe the stages in group/team development? Does group cohesiveness and group performance norms have any relation to productivity? (10 marks – 5+5) – CO 1&3.**

**Q5. What is a team? State the challenges faced by a team? What are the various roles played by members in a team? (10 marks 2+3+5) CO 1&2**

**Q6. Are conflicts in organizations necessarily bad? If not explain through a model the relationship between conflict and productivity? (10 marks 2 +8) CO 2&3**

**Q7. What do you understand by “change” in an organization context. Describe either the Kotter or the GE CAP model of implanting change? (10 marks 3+7) CO 1&3**

**Q8. State the four types of leadership theories discussed in class? Explain either Blake and Mouton’s or Hersey and Blanchard’s theory of leadership (10 marks 3+7 ) CO 1&2**

**SECTION B**

**ANSWER ALL QUESTIONS IN THIS SECTION**

**Q1. Vasudha and Ramesh, a young couple with two children live and work in Noida. They are looking for a house to rent. The flat must be on the GROUND FLOOR HAVING AT LEAST TWO BEDROOMS AND ONE BATHROOM. They also wanted the flat to be (IN DECREASING ORDER OF PRIORITY)**

1. With low rent
2. Within ten minutes of the market
3. Within fifteen minutes from the school
4. Within thirty minutes of the workplace
5. With a courtyard
6. In a quiet area

The broker found them six houses of which one was on the first floor and another on the second floor.

The fact sheet of the six flats is given below

	Flat 1	Flat 2	Flat 3	Flat 4	Flat 5	Flat 6
Ground floor	Yes ✓	No ✗	Yes ✓	Yes ✓	Yes ✓	No ✗
Two bedroom & bath	Yes ✓	Yes ✓	Yes ✓	Yes ✓	Yes ✓	Yes ✓
Rent (Rs/month)	1000	700 ✓	900	1000	800 ✓	700 ✓
Distance from market (mins)	20 ✗	5 ✓	15 ✓	10 ✓	10 ✓	7 ✓
Distance from school (mins)	20 ✗	25 ✗	15	30 ✗	15	10 ✓
Distance from workplace	30	15 ✓	25 ✓	15 ✓	30	10 ✓





**DELHI SCHOOL OF BUSINESS**  
By Vivekananda Institute of Professional Studies - TC

Courtyard	yes	yes	no	yes	no	yes
Quiet	quiet	Very quiet	quiet	quiet	noisy	Very quiet

Use the **KEPNER TREGOE** method to arrive at the decision on which house Vasudha and Rajesh should rent, (10 marks) CO 1-4

Q2. What would you do in this situation? (10 marks 2+2+3+3) CO 1-4

You have just taken over as coach of a high school's football team. It is the beginning of the season. The situation you face on the first day is discouraging. Nobody comes on time. There is no warmup exercise for physical fitness. There is no drill and practice in the fundamentals of breaking the game down into basics such as passing, shooting, heading, and guarding. There is no playmaking just everybody playing and looking for a chance to dribble and shoot. The last three years record has been miserable. The boys have accepted that they are the weakest team in the area and do not hope to do any better this year.

In defining and determining your action follow the steps given below

1. Analyse the issues.
2. Identify the problem.
3. Determine actions to address the issues and problems.
4. Suggest an implementation plan.